

**GOOD GOVERNANCE PRACTICES OF LOCAL GOVERNMENT IN
GODAWARI MUNICIPALITY OF LALITPUR, NEPAL**

A Thesis

Submitted to

Faculty of Humanities and Social Sciences,
Central Department of Rural Development, Tribhuvan University
In Partial Fulfillment of Requirement for the
Degree of Masters of Arts (MA)

In
Rural Development

By

CHIRINJIBI KATUWAL

Central Department of Rural Development,
Tribhuvan University
Kirtipur Kathmandu
Exam Roll No.: 00006484
TU, Registration No.: 9-2-29-834-2006

March 2022

DECLARATION

I hereby declare that this research entitled GOOD GOVERNANCE PRACTICES OF LOCAL GOVERNMENT IN GODAWARI MUNICIPALITY OF LALITPUR, NEPAL submitted to the Central Department of Rural Development, Tribhuvan University, is entirely my original work prepared under the guidance and supervision of my supervisor. I have made due acknowledgements to all ideas and information borrowed from different sources in course of preparing this thesis. The results of this thesis have not been submitted anywhere else for the award of any degree or for any other purposes. I assure that no part of the content of this thesis has been published in any form before.

Chiranjibi Katuwal

Date: 2078/11/18

2nd March, 2022

RECOMMENDATION LETTER

This thesis entitled GOOD GOVERNANCE PRACTICES OF LOCAL GOVERNMENT IN GODAWARI MUNICIPALITY OF LALITPUR, NEPAL has been prepared by Chiranjibi Katuwal under my guidance and supervision.

I recommend this thesis to the evaluation committee for final evaluation and approval.

Dr. Rajan Binayek Pasa

Thesis Supervisor
Central Department of Rural Development
Kirtipur, Kathmandu

Date: 2078/11/22
6th March, 2022

APPROVAL LETTER

The thesis entitled examining GOOD GOVERNANCE PRACTICES OF LOCAL GOVERNMENT IN GODAWARI MUNICIPALITY OF LALITPUR, NEPAL submitted by Chiranjibi Katuwal to the Central Department of Rural Development, Tribhuvan University, has been found satisfactory in scope and quality. Therefore, we accept this thesis as a part of degree of Master of Arts in Rural Development.

Evaluation Committee

Assoc. Prof. Bishnu Bahadur Khatri

Head of Department

Asst. Professor Prajwal Man Pradhan

External Examiner

Asst. Professor Dr. Rajan Binayek Pasa

Thesis Supervisor

Date: 2078/11/25

9th March, 2022

ACKNOWLEDGEMENTS

This thesis report is synergistic product of many mutual and cooperative minds. First of all I would like to express my deep gratitude to the Central Department of Rural Development for allowing me to carry out this thesis in partial fulfillment of the requirements for the degree of Masters of Arts in Rural Development. I am also grateful for many individuals who helped me either directly or indirectly. It is not possible to keep each name in this short report though I would like to thank the following persons for their continuous support and providing intellectual comments.

I am grateful and indebted to my supervisor Asst. Prof. Rajan Binayek Pasa for providing me an opportunity to conduct this study report under his academic and friendly guidance and supervision. I also thank Assoc. Prof. Bishnu Bahadur Khatri, head of Department for his positive support. I am also grateful to all the faculty members of Central Department of TU for their kind guidance, supervision, and inspiration during the preparation of this thesis report.

I am very thankful to the research participants, local intellectual and elected representatives and community members of the Godawari Municipality for their valuable response, suggestions and inspiration. I would also like to recall my heartfelt reverence to the help and moral support. At last but not the least, I would like to dedicate this work to my all family members, whose support in my academic career has been so valuable and unforgettable.

ABSTRACT

Good governance in local government level is the accountable, rule based, justice-oriented, transparent, inclusive, efficient, effective, ethical, participatory and democratic arrangement and exercise of power over political, economic, social and administrative aspects at a certain territorial area delimited by a constitution or any act or time immemorial practice. Despite the huge scale of resource investment, reform efforts, political system and regime change, Nepal's governance quality has been continuously blamed as poor by various institutions and levels of people and sufficient research at federal set up is still lacking.

This study aims at assessing the good governance practices, analyzing perception about it of elected representatives, administrative officials, service recipients and local intellectuals in the federal setting. It adopted a quantitative approach based on primary data, employing survey method using structured questionnaire as a strategy of inquiry. Out of 359 sample population, 180 sample sizes from three ward offices and a municipal office of Godawari municipality of lalitpur district is determined using stratified cluster and purposive sampling. Data were analyzed using quantitative SPSS computer software for descriptive and inferential statistics. The results of this enquiry shows that the combined value of accountability, transparency, rule of law, participation, efficiency and effectiveness is in slightly above average or good condition now. Five indices showed significant strong positive correlation between and among those indices. But on the matter of corruption, People still perceive that political leaders and administrative personnel are mainly responsible for corruption. Public service delivery status, performance status, satisfaction of people range from average to agreed level. Principles of good governance and practice showed somehow gap to be fulfilled.

TABLE OF CONTENTS

DECLARATION.....	II
RECOMMENDATION LETTER.....	III
APPROVAL LETTER	IV
ACKNOWLEDGEMENTS	V
ABSTRACT.....	VI
LIST OF TABLES	X
LIST OF FIGURES	XI
ABBREVIATIONS/ACCRONYMS	XII
CHAPTER I	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	5
1.4 Research Questions	5
1.5 Rational of the Study.....	5
1.6 Delimitation of the Study	6
CHAPTER II.....	7
LITERATURE REVIEW	7
2.1 Conceptual Review	7
2.1.1 Concept and Definition of Governance.....	7
2.1.2 Concept of Good Governance	8
2.2 Local Government and Local Service Delivery	10
2.3 Legal Review.....	12
2.3.1 Federal Governance and Division of Power under the Constitution of Nepal.....	12
2.3.2 Different Acts Related to Good governance	13
2.4 Policy Review	14
2.4.1 Fourteenth plan and provision of good governance	14
2.4.2 Fifteenth Periodic Plan.....	14
2.6 Historical Review	16
2.7 Theoretical Review	17
2.7.1 Theory of New Public Management (NPM)	19
2.7.2 Public Choice Theory (PCT).....	20

2.7.3 Multi-level governance	21
2.7 Empirical Review	22
CHAPTER III	24
RESEARCH METHODOLOGY	24
3.1 Research Paradigm and Philosophical Assumptions	24
3.2 Research Design.....	25
3.3 Selection of the Study Area.....	25
3.4 Nature and Sources of Data.....	26
3.5 Sample Size and Sampling Method	26
3.6 Data collection Tools, techniques and procedure.....	26
3.7 Validity and Reliability of the Research	27
3.8 Method of Data Analysis	28
3.9 Ethical Considerations in the Research	28
CHAPTER IV.....	29
DATA ANALYSIS AND INTERPRETATION.....	29
4.1 Socio- demographic Characteristics of the Respondents	29
4.1.1 Category of Respondents	29
4.1.2 Age of Respondents	30
4.1.3 Location of the Respondents	32
4.1.4 Educational Background of the Respondents.....	32
4.1.5 Ethnicity and Religion of the Respondents	33
4.1.7 Position of Respondents	35
4.1.8 Marital Status of the Respondents.....	35
4.1.9 Party Affiliation of Elected Representatives.....	36
4.2 Good Governance: Accountability.....	37
4.2.1 Tools of Accountability Applied by the Local Municipal Government	39
4.2.2 Descriptive statistical of accountability index related items	41
4.2 Transparency in the Local government.....	43
4.3. Descriptive Statistics of Transparency Index	45
4.3.2 Correlation between Education and Transparency.....	46
4.4 Participation in local Government.....	46
4.4.1 Occupation and level of participation are correlated	48
4.5 Rule of law Index and its Descriptive Statistical Value.....	49

4.5 Corruption Perception and Forms of Corruption in Local Government	50
4.5.1 Views Regarding Causal Factors of Corruption	53
4.5.2 Rate of Corruption after Federal System.....	55
CHAPTER V	59
SUMMARY, CONCLUSION AND RECOMMENDATIONS	59
5.1 Summary of Findings: Socio Demographic Profiles.....	59
5.3 Conclusion.....	65
5.4 Recommendations	66
REFERENCES.....	67
APPENDICES	73
Appendix A: Questionnaire.....	73
Appendix B: Glimpses of the Field Study	81

LIST OF TABLES

Table 1.2.1: <i>Elements of Good Governance</i>	10
Table 2.3.1: Sampling Determination.....	26
Table 3.3.2: Reliability Statistics.....	27
Table 4.3.3: Validity.....	28
Table 5.4.1: Types of Respondents.....	29
Table 6.4.2: Age Distribution of Respondents.....	30
Table 7.4.3: Gender of Respondents.....	31
Table 8.4.4: Respondent Type wise Distribution of Gender.....	31
Table 9.4.5: Respondents' Educational Attainment Status Distribution.....	33
Table 10.4.6: Ethnic and Religious Groups of Respondents.....	34
Table 11.4.7: Position of Respondents in the Municipal and ward offices.....	35
Table 12.4.8: : Marital Status of the Respondents.....	36
Table 13.4.9: Party Affiliation of Elected Representatives.....	36
Table 14.4.10: Perception about accountability, Code of conduct compliance.....	37
Table 15.4.11: Tools of accountability practiced.....	40
Table 16.4.12: Accountability index.....	41
Table 17.4.13: Correlation of Marital Status and Accountability.....	42
Table 18.4.14: Citizen's Awareness on Transparency.....	43
Table 19.4.15: Descriptive statistical values of transparency index.....	45
Table 20.4.16: Correlation of Education and Transparency.....	46
Table 21.4.18: Items related to peoples' participation in Local Government.....	47
Table 22.4.19: Descriptive Statistics about Participation Index Items.....	48
Table 23.4.20: Correlation and level of participation.....	48
Table 24.4.21: Age group and Correlation.....	48
Table 25.4.22: Rule of Law Index and its Statistics.....	49
Table 26.4.23: Forms of Corruption.....	51
Table 27.4.24: Methods of Reducing Corruption.....	52
Table 28.4.25: Casual Factors of Corruption.....	53
Table 29.4.26: Efficiency, Effectiveness and Integrity in local Government.....	55
Table 30.4.27: Efficiency, Effectiveness, Integrity and Good Governance Rating and their Descriptive Statistical Values.....	57
Table 31.4.28: Correlations of accountability index, transparency index, participation index and Rule of Law index.....	57

LIST OF FIGURES

<i>Figure 1.2.1:</i>	20
Figure 2.4.1: Age Group	30
Figure 3.4.2: Ward no. of Respondents	32

ABBREVIATIONS/ACRONYMS

ADB =Asian Development Bank

CDRD= Central Department of Rural Development

CIAA=Commission for Investigation of Abuse of Authority

DFID=Department of Foreign Investment Development

MLG=Multilevel Governance

NHRC =National Human Rights Commissions

NPM=New Public Management

ODA=Official Development Assistance

OECD = Organization for Economic Cooperation and Development

PCT=Public Choice Theory

TU= Tribhuvan University

UNDP=United Nations Development Program

UNESCAP = United Nations Economic and Social Commission for Asia and the Pacific

UNDP United Nations Development Program

VDC=Village Development Committee

WB=World Bank

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Governance in the constitution of Nepal has sought to guarantee good governance by ensuring equal and easy access of the people to the services and facilities delivered by the State, while making public administration fair, competent, impartial, transparent, free from corruption, accountable and participatory. Making the governance system pro-people, capable, strong, service-oriented, and accountable is the need of the hour. Ensuring the access and participation of all sectors, communities, and stakeholders in the governance system is the aspiration of generations of people proven by different tumultuous political history of Nepal. People have desired to be in a governance system that is accountable, responsive, inclusive, equity based, participatory and rule based political entity. The main spirit of administrative good governance is to systematize a federal governance system based on democratic principles, values and people centric governance system to fulfill the expectations of Nepali people of diverse caste, ethnicity, language, religion, culture, region, and communal identity. Governance can be used in several contexts such as corporate governance, international governance, national governance, regional governance and local governance.

Governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision. Our Global Neighborhood issued in 1995, the commission defined: “governance is the sum of the many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action may be taken. It includes formal institutions and regimes empowered to enforce compliance, as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest.”

In Eastern Hindu value influenced society and political entity, the rulers in the past were bound by dharma, popularly called ‘Raj Dharma’, which precisely meant for ensuring good governance to the people. Even though monarchy prevailed, there was no place for any theory of the divine rights of the kings or of arbitrary rule. Raj Dharma was the code of conduct or the rule of law that was superior to the will of the ruler and governed all his actions.(C Kashyap ,2010).Good governance came to be taken as a central concept in academic research and policy arenas aiming to foster social and economic development since the 1990s (Grindle, 2004). In this period, the World Bank started to advocate good governance principles by applying conditionality for loans to developing countries. Many scholars have perspectives like governance should be consistent with economic and political theories (in particular institutional economics new public management theories, and development management theories is that a well governed country that ensures private property protection, that is governed by the rule of

law and that promotes transparency and accountability is more effective in attracting investments than a country that fails to ensure these. Governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

According to the World Bank good governance is “essentially the combination of transparent and accountable institutions, strong skills and competence, and a fundamental willingness to do the right thing” as these aspects “enable a government to deliver services to its people effectively” (Wolfowitz, 2006, p. 1). Federalism is the dividing and sharing of power between the national (federal), provincial, and local government. The term ‘federalism’ ordinarily refers to a system of governance where the provincial units enjoy a constitutional status and derive an inherent power to govern the state but in Nepal local level government has also constitutionally conferred powers. According to Ayakeme (2005), Wheare defined federalism as a constitutional arrangement in which law making powers and functions are divided between central and state governments in such a way that each, within its respective sphere of jurisdiction and competence is equal, independent and coordinate, to the extent of the federating states voluntarily surrendering some functions exigent on perceived capacity and desire to a central government for their collective good. Contrary to a unitary state where the sovereignty is vested in the central government, federal states practice a form of self-rule and shared rule. It implies limited power which means the government is restricted by the laws and constitution and it has to operate within the framework of the laws and constitution. Federalism can be the tool of local autonomy and allows room for all sectors of every community to participate in an atmosphere of friendship and brotherhood for the establishment of local economies that are economically viable, environmentally sound and socially responsible.

Good governance and federalism are interwoven with one another so that the exercising power and decision-making go hand-in-hand for the well-being of the people. Federalism promotes the granting of to such diversity of organizational structures such as NGOs, religious associations, co-operatives, etc., for service-orientation. Even the UN has outlined eight characteristics of good governance such as accountability, effective implementation and efficiency, participatory, transparency, responsive, consensus-oriented and equitable and inclusive as major characteristics of good governance, all of which are in conformity with the aspects of Federalism. The United Nations Economic and Social Commission for Asia and Pacific identified eight major characteristics of good governance namely: it is (i) participatory, (ii) consensus oriented, (iii) accountable, (iv) transparent, (v) responsive, (vi) effective and efficient, (vii) equitable and inclusive, and (viii) follows the rule of law.

Being a heterogeneous, linguistically, religiously and ethnically diversified country, Nepal has adopted federal system of governance with regional and local autonomy within the jurisdiction specified by the constitution of Nepal. There are many factors that can be used to promote good governance in any developing country. Such factors include the rule of law and constitutionalism, transparency and accountability in government, administrative efficiency and structural frameworks. Federalism has the

framework of managing diversity and ensuring harmony within essentially plural and heterogeneous societies. It seeks unity without resorting to uniformity (Jinadu, 1979:15). In the words of Awa (1979:110), unity in a federation does not mean or imply uniformity of behavior or outlook of the people on all things and in all circumstances. Rather, it involves the existence of minimum consensus". Federalism promotes respect for geographical International development agencies, on their part, are emphasizing on the framework of good governance as a pre-condition for granting aids and loan and extending technical services to developing countries (Odion-Akhaine, 2004: 1-3).

Kauzya(2003:3) presents an interesting analogy of governance as a ship and its captain, she points out that, the interest is not only in knowing the direction and ensuring the ship reaches that destination, but also: As an act of steering a people's development, governance is a multifaceted compound situation of institutions, systems, structures, processes, procedures, practices, relationships, and leadership behaviour in the exercise of social, political, economic, and managerial / administrative authority in the running of public or private affairs. Good governance is the exercise of this authority with the participation, interest, and livelihood of the governed as the driving force. Governance in Nepal has the establishment of the good governance has now become burning issue in the discourse among international development agencies, social scientists, politicians, development workers, scholars, government agencies and so on. Good governance has been often touted as a precondition for equitable and inclusive growth and development in developing countries by the World Bank, IMF, ADB, DFIDs and so on. Good governance has appeared as an instrument of reducing the poverty of the mass people (Grindle, 2004). "Adjustment in public management in line with good governance has happened in the last two decades of the last century" (Huges, 2003) while installation of these programs is only recently being attempted in developing countries (Shah, 2006).

Good governance has been taken into consideration to promote human development, effective applications of rules and laws, efficient utilization of public resources and equitable, transparent and responsive development activities are often directly and indirectly intertwined with poverty reduction and upliftment of the poor, vulnerable and excluded section of the population. Bad governance is being increasing regarded as one of the root cause of all evils within our societies. Good governance is often claimed to bring efficient and effective outcome, good decisions, good leadership and better results. People's expectations are escalating and going up and in the content of multilevel governance, local level government is also hoped to bring local development, satisfaction of the local people in the matters concerned with them. In this content drivers' of governance system need to take into considerations various facets of governance. Our earlier unitary mentality and behavior has not wiped out totally though we have entered into the federal structure of governance system.

Many watchdog institutions like parliament and its committees (exclusively good governance committees, judiciary, constitutional organs (auditor general, CIAA, PSC, ECN, NHRC) etc. have been formed. Other government institutions like PMO, NPC, national vigilance center, good governance units in the ministers etc. have been also formed. Other NGOs like TIN, civil society, media are also functioning. Nepal has also been signatory of many international conventions and treaty but Nepal's governance

index is still not satisfactory. Constitution of Nepal, promulgated in 2015, has clearly specified the structure of the state and distribution of state power in part 5. In article 56, it mentions that the main structure of the Federal Democratic Republic of Nepal shall be of three levels, namely the federation, the state and the local level. In article 56 (4), it says that there shall be village institutions, municipalities and district assemblies under the local level. The number of wards in village institutions and municipality shall be as provided for in the federal law. In the same article 56(6), it is mentioned that the federation, the state and the local level shall protect Nepal's freedom, sovereignty, territorial integrity, independence, national interest, overall development, multiparty, competitive, democratic, republican, federal, system of governance, human rights and fundamental rights, rule of law, separation of power and check and balance, equalitarian society based on pluralism and equality inclusive representation and identity.

Article 57 has the provision related to distribution of state power. The powers of the federation, the state, the local level are enumerated in schedules 5, 6 and 8 respectively. Similarly, the concurrent power of the federation and the state, and the federation, the state and the local levels are enumerated in schedules 7 and 9 respectively. The powers of the local levels is exercised pursuant to the constitution and the law made by the village assembly and municipal assembly. Laws made by municipal assembly should not be inconsistent with the state law and the federal law. Similarly, laws made by state assembly should not be inconsistent with federal law. But any law made by any assembly inconsistent with the constitution is subjected to judicial review and can be invalidated by of Supreme Court of Nepal.

1.2 Statement of the Problem

Local governance in Nepal is closest to the people and it is that kinds of government structure which can directly affect people's life and livelihood, development activities and overall socio-economic development of the local areas Nepal's status in good governance is still low and poor. The study conducted by Transparency International in 2070 BS in 58 municipalities of Nepal of 1000 household survey showed that there is corruption in various sectors: Political parties: 70 percent, Public personnel: 66 percent, Police: 58 percent, Parliament: 51 percent, Judiciary: 51 percent, Private sector: 30 percent, Army: 27 percent, Education sector: 21 percent, NGO: 20 percent, Doctors: 17 percent, Mass media: 14 percent. Thus, in many cases government structure, public officials lack or ignore transparency, accountability, coordination, people's participation, rule of law etc. which are vital for ensuring good governance and prosperity in public sector management and public service delivery mechanism. Without good governance, climate for development is not conducive and will not be sustainable.

Nepal has introduced federalism based on principle of cooperation, coordination and coexistence among three levels of government (federal, provincial, and local levels). Nepal has mentioned good governance policy in its directive principles in article 51 (B 4) to make public administration mechanism fair, impartial, competent, transparent, corruption free, accountable and participatory for ensuring equality and easy accessibility in public service. Nepal has introduced civil service act 2049 and its regulation 2050, good governance (management and operation) act 2064 and its regulation 2065,

corruption elimination act 2059, right to information act 2064 and its regulation 2065, financial procedure act 2064, strategy and action plan against corruption 2065, code of conduct to judges 2065, service campaign operation guideline 2065, and local level operation act 2017 etc.

Though many legal instruments to ensure the good governance have been laid down and are in prevalence in operation. Their effective implementation is weak. Many agencies like CIAA, courts, National Vigilance center, Revenue Tribunal, administrative court, special court etc. are there to see many misuses of power and authority by the public authority holder. Still satisfactory condition of good governance and quality service delivery has not been achieved. So this study wants to explore and find out the status and practices of good governance in Godawari municipality in lalitpur district and asses the condition of service delivery of the study area. Local level government has been conferred 22 exclusive rights in schedule 8 of the constitution. But they are being used in not satisfactorily. Effective implementation of policy and laws, coordination and cooperation among levels of government, efficiency and effectiveness of public resource use, participation in decision making; transparency and accountability in one's action are often weak and limited. Thus many poor governance practices need to be redressed and corrected to move the country into prosperous, developed and happy Nepal. This study wants to explore, analyze and explain the condition of good governance practices and service delivery in Godawari municipality to see the real condition at present time.

1.3 Objectives of the Study

The general objective of the study is to assess the status of good governance and general service delivery of the local government and find out the hurdles behind it. The specific objectives of the study are:

- I. To assess good governance practices of local government in Federal Nepal.
- II. To analyze perceptions of elected representatives, administrative staffs and service receivers on good governance practices in the study area.
- III. To establish the relationships between demographic characteristics of the respondents with respect to accountability index, transparency index, participation index, rule of law index and effectiveness/efficiency index.

1.4 Research Questions

1. What is the status of good governance related practices in local municipal government?
2. What is the perception of elected representatives, administrative staff and local intellectuals people towards indicators of good governance?
3. What is the relation and association of indicators of good governance between and among others?

1.5 Rational of the Study

Nepal has faced many political changes since 2007 up to now and there has been a lot of debates about governance system to make the country prosperous, developed and happy but in practice and reality we lack behind many aspects of development. Nepal's

status in World Governance Index, Transparency International's corruption perception index, Business climate index, poverty status, international trade etc. is still poor and weak. Our administrative mechanism has not been functioning dynamically in a changing context. Many development projects and programs have failed and given no any noticeable results. Many cases are filed by CIAA in courts against corruption. People also have the dissatisfaction on indicators of good governance situation in Nepal. They want timely, fair, just, impartial, transparent and quick public service delivery. People also want their participation in policy, plan and project formulation to benefit sharing. They want people friendly, just, inclusive, efficient, rule based, accountable and responsive local, provincial and central level governments. Therefore, this study is oriented to explore, describe and explain the real existing condition of the study area's good governance and general administrative service delivery condition. Without good governance, we cannot have political achievement institutionalized and people can only feel the presence of government if any government embraces the concept of good governance in their daily action and operations.

The study has the following significance:

- i. It provides scientific information about the study area in matters of good governance status, practices, and service delivery condition.
- ii. It assesses the governance system and provide constructive suggestions which can be applied by the studied unit
- iii. It has academic relevance in the education sector and pragmatic relevance in the governance and public administration fields and be taken as reference to other study

1.6 Delimitation of the Study

This study has examined the status of good governance and administrative service delivery practices of Godawari Municipality taking the municipality as the case study unit. This study has taken into consideration ethical issues in research cautiously and respect respondent's rights, dignity, privacy and identity. Free, informed consent and disclosure of purpose of the study was duly done. No any discrimination and biasness against the respondents was made. As a researcher my manner was in conformity with goodness and code of ethics. The researcher has considered validity, reliability, legality aspect of the research from the research tool construction phase through collection and analysis of data and presentation of the report. Despite these things taken into account, this research study is constrained and limited by many factors. According to Mattens and Ross (2010:181), that data collection is a practical activity, one that has to be carried out within time, spatial and resource constraints. This study is also constrained by such factors like limited financial resource, mistrust by some respondents, political intolerance (politicians might have distorted the information to appear fair and transparent and might have given false information), geographical limitation (since this study is within Godawari, Municipality), time limitation, sampling limit, and in depth study of all variables within good governance and service delivery. This study may or may not be generalisable outside the study area.

CHAPTER II

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Concept and Definition of Governance

Governance is defined and viewed by different scholars in varied perspective. There is no unanimity in perceiving and comprehending governance. Hyden et al. (2004) refer governance as the creation and maintenance of a system of rules that govern the public arena and thus regulate how state, civil society, and market –based actors relate to and interact with each other. In this definition state, civil, society and private sector’s collaborative role and influence in governing system is indicated. For Gamble (2002), governance is the steering capacities of a political system, the ways in which governing is carried out, without making any assumptions as to which institutions or agents do the steering. Here Gamble has focused on political system but that steering institutions is not definite and clear. Another scholar Pierre (2004) views governance as the sustaining co-ordination and coherence among a wide variety of actors with different purposes and objectives such as political actors and institutions, cooperate interests, civil society and transnational organization. This definition accepts existence and actors in governance and different levels of governance. With regard to the concept of governance as a new process of governing in the public arenas, there are two clearly distinctive perspectives: ‘Governing without government’ (Rhodes, 1996) and ‘governing with more than government’ (Kjar, n.d.).

Rhodes’s views undermines the power of government by making it merely one actor among many stakeholders in the policy making process. Rhodes (1997) illustrates six kinds of attributes when he uses the concept of governance: the minimal state, corporate governance, the new public management, good governance, a socio-cybernetic system and self-organizing networks. He means to say that minimum state leads to the reduction of the government due to privatization; a socio cybernetic system focuses on interdependence and interaction among all stakeholders including the public, private and voluntary sectors, and finally, self-organizing networks are self-controlling institutions. Thus, the concept of governance is different from government because governance is the comprehensive concept that includes a complex interplay among various stakeholders, player in the public sphere. There is mutual interaction, cooperation, coordination, interdependence of various actors in the process of governance. Governance is multifaceted phenomenon. (Hyden et al, 2004) consider governance as a ‘meta activity’ which formulates the rule which controls the following arenas: government, the bureaucracy, civil society, political society, economic society and the judicial system. In a nutshell, we can say that governance is a process which includes diverse and implementing, service delivery, developmental activities. There are collaborative, mutual and coordinative activities from government, civil society, market or private sectors and even individuals.

Good governance is a concept that has recently come into regular use in political science, public administration, development management and development studies .It

appears alongside with such concepts and terms as democracy, civil society, human rights and social and sustainable development. In the last decade, it has been closely associated with public sector reform. Within good governance is the concept linked with participatory democracy and governance system. Governance is a system of shaping, distribution and exercise of political power. Mainly it is inevitable for management of nation's public affairs. Goals are national security, law and order, public good and service at minimum cost, public voice, civil participation, product decision. (Dahal, 2010, 1-2). Good governance is an art of governance pertaining allocation of values and use of power given to concern authority. It is ideal which is difficult to achieve in totality. It is adopted to make democracy people oriented. It is also associated with encouragement of participatory democracy, leadership, civil society and decentralization of powers to the grassroots. (Dahal 1999:96)

2.1.2 Concept of Good Governance

The term good governance is focused on a clean government that provides quality service towards its society or community in a transparent and participative in its decision making process, and is accountable for its action at all times; both under legal and society scrutiny. It is acknowledged that good governance is the basic condition for stability and prosperity in all countries, where nations who are able to sustain high standards of governance will succeed while others will struggle (Roy and Tisdell 1998). The ADB (2004) have identified that good governance comprises the following elements; participation, rule of law, accountability, transparency, equity, effectiveness and efficiency, professionalism and effective management, service orientation and monitoring of performance. According to the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), the true test of good governance is the degree to which it delivers on the promise of human rights: civil, cultural, economic, political and social rights. (UNESCAP 2006)

Literally good governance means, what is not bad governance. (Moshed 2007) or what is good enough (Grindle 2007), or that is the level of goodness is high in governing processes (Besancon 2003). In this way it is suggested that good governance should be characterized as reduced corruption, improved accountability, adequately decentralized, well managed public resources, introduced proper laws and equality, and restructured civil services and so on. (Grindle 2007)

Similarly the World Bank researchers mentioned six indicators that define a government as good or bad. (Kaufmann, Kraay and Lobaton 1999) mentioned these indicators as follow:

- i. Voice and accountability: The extent to which citizens of a country are able to participate in the selection of governments;
- ii. Political Stability/ Lack of violence: The likelihood that the government of power will be destabilized or overthrown by possibly unconstitutional and / or violent means;
- iii. Government effectiveness: the quality of public service provision; the quality or the bureaucracy, the competent of civil servants, the independence of the civil

service from political pressures and the credibility of the government's commitments to policies;

- iv. Regulatory burden: the incidents of the market unfriendly policies such as price control or inadequate bank supervision, and the burdens imposed by excessive regulation in areas such as foreign trade and business development;
- v. Rule of law: the extent to which agents have confidence in and abide by the rules of society;
- vi. Graft: the extent to which public power is used for private gain (corruption).

In contrast to the above criteria, international development agencies (IDAs) such as The World Bank, The United Nations Development Program (UNDP), and The Asian Development Bank (ADB) have identified the number of basic components for good governance. Amongst these components four are common and universally recognized: accountability, participation, predictability and transparency. The concept of good governance is currently a world-wide phenomenon. Good governance refers to government agencies' conduct in implementing innovative policies and programs to increase the quality of public service with the ultimate aim of increasing economic growth. (Grindle 2004,) such innovative policies and programs address governance aspects such as transparency, accountability, participation and professionalism. (OECD1995) Many researchers and writers report that concept of good governance came to be prevalent due to institutional crisis in commerce and exposure to inappropriate practices around the world.

In financial terms, good governance allows public funds to be collected and used in a more efficient, transparent, accountable manner, resulting in a more efficient public financial management system. (ADB 2004) This indicates a system where the planning for a budget, enactment, and the processes by which funds are allocated, disbursed, monitored is established and well implemented. (Bird 2001) It also includes recommended interpretations of international good governance standards and implementations of such standards at all levels of government both central and regional and local governments (Sripati 2005; Simonis 2005). Demonstrably, good governance practices have become increasing important in global capital markets; demanded as enhanced value in the eyes of premium paying investors and as a result of environmental pressure due to heightened levels of economic interdependence between countries (Hamilton, 2004; Manhein, 2005). Thus good governance has deep relationship with financial efficiency, prudent resource utilization, and inclusive access to economic resource. There is no unanimity in the attributes and elements embodied in the concept of good governance. Various development agencies have used various elements to refer to the concept of good governance. They are summarized in the following table:

Table 1.2.1: Elements of Good Governance

UNDP	ESCAP	WB	ODA/DFID	ADB
Accountability	Accountable	Accountability	Accountability	Accountability
Participation	Participatory	Participation	Participation	Participation
Rule of law	Follows the	Rule of law	Legitimacy	Predictability
Transparency	rule of law	and control of	Transparency	Transparency
Consensus	Consensus	corruption		
Orientation	oriented	Government		
Equity building	Equitable and	effectiveness		
Effectiveness	inclusive	Regulatory		
Efficiency	Effective and	quality		
Strategic vision	efficient	Political		
	responsive	stability and		
		absence of		
		violence		

Sources: Turner & Hulme, 1997; Waheduzzaman, 2007

2.2 Local Government and Local Service Delivery

Local government can be defined as the type of government within a country which has limited areas of its jurisdiction defined by constitution or law and exercises administrative, executive, legislative, and even judiciary functions within its territory. According to Clark (Aijaz, 2007) local government is part of the government of a country which deals with problems or issues related to a given population within a given territory. This is done basically on the responsibilities of a country that parliament decides to delegate by the laws to local governance. Here Clarke talks about the local government created by the central government by delegating authority through the laws. For Husluck (Hasluck, 2010) local government is the sphere of government where local authorities are allowed by law to issue acts or decisions to adjust the ways of governance. Stones (Stones 1968) define local government as part of the governance of a country, but that deals with problems or issues of population within certain territory or location. Local government does “housework” so that living in these areas to be affordable for its residents. According to Godwin (2014) local government is the management of their affairs by the people of the locality where they are.

According to Humes and Martin (1961) local government has the following features:

- a) Have certain population
- b) A specific surface area
- c) The capacity to sign contracts or to enter into relationships with third parties i.e. the legal status and authority
- d) Have a continuous organization and
- e) To realize the financial function therefore have the capacity to collect taxes and determine its budgets

Wilson and Game (Wilson and Game, 2006) mentions that local governance is multi-functional and geographic organization determining on pursuing social objectives,

economic or political ones, through funds given from above or those provided by its revenues which regulates and monitors all areas of public services within the local community. Thus, local government serves the local people by exercising power and authority given by laws or constitution within a country and has its own jurisdiction of legislative, executive and judiciary nature. It can have independent, autonomous status in some affairs and also has co-operative relationship with central and other provincial government. In Nepal, currently local level government is represented by six metropolitan cities, eleven sub metropolitan cities, 276 municipalities, 460 rural municipalities, 77 district co-ordination committees, 6743 ward numbers. Local government has its own constitutionally conferred power and authority in schedule 8.

Local government in Nepal is more autonomous, independent in exercising its power within its constitutionally guaranteed jurisdiction without any interference from other level of government. Local government in our context is based on the principle of coexistence, cooperation, coordination with provincial and federal government. According to World Bank (2014), a public service is a service benefitting the public that is provided for by the government because it is underprovided by the market. The public benefits from output and outcomes of the given service; not merely local government service delivery input. Public service delivery is the mechanism through which public services are delivered to the public by local, provincial or federal governments. Sewage and trash disposal, street cleaning, public education, and health services etc. are some of the examples of public services. Public service is associated with government and it is offered by administrative bodies to people living within its region and considered essential to modern life. Public service offer the most common interface between people and the state, and their functioning shapes people's sense of trust in and expectation of government. At national level, public services support human welfare and economic growth. Basically, public services account for a large percentage of government budgets, but increased spending has often not been harmonized by enhancement in outcomes. Several times, it is observed that public services can be disrupted by corruption which leads to many intended for books, teachers, dispensaries, medical supplies and infrastructure being siphoned off by official or private contractors (World Bank, 2004).

Major features of public service is public goods (being non-rivalries and non-excludable), but most are services which may (according to prevailing social norms) be underprovided by the market. In most cases, public services are services, i.e. they do not involve manufacturing of goods. They may be delivered by local or national monopolies, especially in sectors which are natural monopolies. Public service is typically applied to:

- Activities of government in the public domain such as policing and public health
- Activities done for the benefit of public service broadcasting or rubbish collection and
- Social services like medical care, housing, education and social care etc.

2.3 Legal Review

2.3.1 Federal Governance and Division of Power under the Constitution of Nepal

Nepal has no long history of constitution making. Although seven constitutions have been made and six constitutions have been implemented since 2004 to 2072 BS. Among these, the constitution of Nepal (2072) is currently being implemented. This constitution has applied the model of governance ensuring efficiency in a democratic framework. Multi level governance system has been guaranteed in this constitution. Preamble is the spirit and essence of constitution and governance systems have been included in it. Politically, there have been managed three tiers of governance; federal governance, provincial governance and local governance system. The fundamental characteristic of this constitution is division of powers but not decentralization of power. This constitution has been promulgated for ending all forms of discrimination and oppression created by the feudalistic, autocratic, centralized, unitary system of governance. Such as it has mentioned in the constitution that being committed to socialism based on democratic norms and values including the people's competitive multiparty democratic system of governance, civil liberties, fundamental rights, human rights, adult franchise, periodic elections, full freedom of the press, and independent, impartial and competent judiciary and concept of the rule of law, and build a prosperous nation.

In preamble, it mentions that it is promulgated to fulfill the aspirations of people for sustainable peace, good governance, development and prosperity through the federal, democratic, republican, system of governance. Nepal is an independent, indivisible, sovereign, secular, inclusive, democratic, socialism-oriented, federal democratic republican state (article 4). Both the sovereignty and state authority of Nepal has vested in the Nepalese people (article 2). Provisions made under part 5, structure of state and distribution of state power is directly related to governance system. The main structure of the federal democratic republic of Nepal shall be of three levels, namely the federation, the state and the local level. The federation, state and local levels shall exercise the power of state of Nepal pursuant to constitution and law. There shall be three tiers of local level, they are: village institution, municipality and district assemblies. There are provisions of special, protected and autonomous reign. The federation, state and local levels should protect democratic republican federal system of governance. The powers of the federation have been enumerated in schedule 5, such as state powers are enumerated in schedule 6, concurrent powers of federation and state are enumerated in schedule 7, local powers in schedule 8 and concurrent powers of the federation, state and local levels are enumerated in schedule 9. Residuary powers are vested in federation. Federation, state and local levels can do exercise of financial powers. The federation, state and local level may impose taxes on matters falling within their respective jurisdiction and collect revenue from these sources. There are provisions for equitable distribution of the collected revenue to all levels of government. The form of government of Nepal shall be multi-party, competitive, federal, democratic, republican, parliamentary form of government based on pluralism.

Nepalese constitution has a provision regarding good governance under state policy in Article 51 (b.4) which mentions that the policies relating to political governance

system of state will guarantee good governance by ensuring the equal and easy access of the people to the services and facilities delivered by the state, while making public administration fair, competent, impartial, transparent, free from corruption, accountable and participatory.

2.3.2 Different Acts Related to Good governance

Good governance (Management and operation act, 2064 (2008)): This act mentions in its preamble that it is an expedient to make legal provision in relation to good governance by making public administration of the country pro-people, accountable, transparent, inclusive and participatory and make available its outcome to the general public; upon adopting the basic values of good governance like rule of law, corruption free and smart (lean or smooth) administration, financial discipline, and efficient management of public work and resources to create situation for providing public services in speedy and cost effective manner; by bringing into execution (enforcement) of the right of the citizens upon having good governance by translating it to practical realities and transform the administrative mechanism into service delivery mechanism and a facilitator. There is also Good Governance (Management and Operation) Rule, 2065 which gives focus on good government in bureaucracy mechanism.

Similarly, Civil Service Act 2049 and Regulation 2050, there are many provisions related to effective service delivery and accountability which are aspects of good governance. This act also intends to make the civil service more competent, vigorous, service- oriented and responsible. Another important act is corruption Prevention Act 2059 (2002 A.D.), which aims prevention of corruption with a view to maintain peace, convenience financial discipline, morality and good conduct among general public. Another vital act is Right To Information Act, 2064 (2007) this act is expedient to make the functions of the state open and transparent in accordance with the democratic system and to make responsible and accountable to the citizen; to make the access of citizen simple and easy to the information of public importance held in public bodies; to protect sensitive information that could make adverse impact on the interest of the nation and citizen, and for the necessities to have legal provision to protect the right of the citizen to be well informed and to bring it into practice.

Money Laundering Act 2064 (2008) is enacted for the prevention of laundering of criminal proceeds. This act intends to prevent the act of concealing the transformation of profits from illegal activities and corruption into ostensibly “legitimate” assets.

Financial Procedure Rule 2064 (2008) This act is expedient to operate financial procedures in a regulated and systematic manner, including the matters of operation of the consolidated fund and the government fund, formulation, sanction and spending of budget, maintaining accounts, making arrangements for internal control, auditing settlement of irregular amounts and recovery and realization of such amounts.

Public Procurement Act, 2063 (2007) This act is expedient to make legal provisions in order to make the procedures, processes and decisions relating to public procurement much more open, transparent, objective and reliable to obtain the maximum returns of public expenditure in an economical and rational manner by promoting competition, fairness, honesty, accountability and reliability in public procurement

process and ensure good governance by enhancing the managerial capacity of procurement of public entities in procuring or causing to be procured, construction work and procuring goods, consultancy services and other services by such entities and by ensuring the equality opportunity for producers, sellers, suppliers, construction entrepreneurs or service providers to participate in public procurement processes without any discrimination.

Local Governance Operation Act, 2074: This act is concerned with the basic outline or framework within local bodies will operate or conduct their activities. This act intends to ensure co-operation, co-existence, co-ordination among three participation, accountability, transparency for easy and quality service delivery equitable, inclusive and just distribution of the fruits of democracy with the purpose of consolidating democratic republic government system from the local level, where rule of law, sustainable development based on orientation towards socialism will be institutionalized and local legislative, executive and judiciary mechanism will function with their own leadership capacity. This act also embraces the principles like transparency, accountability, responsibility, and participation etc. of good governance.

2.4 Policy Review

2.4.1 Fourteenth plan and provision of good governance

In this plan, there is a provision relating to good governance which is as follows:

1. Vision, goal
 - People oriented, clean, transparent and accountable federal governance system.
 - To make public administration accountable towards people and make it service oriented and development friendly.
2. Strategy
 - To restructure the administrative mechanism in accordance with federal system in order to make public service accessible to common people and quality.
 - To increase citizen's access to public agency's information
 - To make civil servants performance oriented and accountable.

2.4.2 Fifteenth Periodic Plan

Fifteenth periodic plan mentions that making the governance system pro-people, capable, strong, service-oriented, and accountable is the need of the hour. It is necessary to ensure the access and participation of all sectors, communities, and stakeholders in the governance. The main spirit of administrative good governance is to systematize a federal governance system based on democracy.

Fifteenth periodic plan has also stated major Problems like The issues pertaining to intergovernmental coordination, policies related to governance and development and service delivery, laws and standards yet to be formulated, structural provisions yet to be made in all levels, lack of appropriate management of human resource at all levels, lack of an accountable, responsible, and service-recipient friendly behavior, and the failure to maintain integrity are the major problems. Some of the challenges and opportunities identified by it are reviewing the inclusion policies to enable the target groups to reap the benefits, improving service delivery to match the increasing expectations of the public,

enhancing the institutional capacity to utilize the full potential of every civil servant, and making structural and policy provisions that maintain effective administrative coordination between the federal, provincial, and local levels are the major challenges. It claims that due to the state of being able to provide services from the local level because of federal structure, entry of human resources into public administration with new technology, knowledge, skills, and capacity, public administration gradually becoming inclusive, and development and service delivery becoming more effective due to cordial politics administration relationship are the opportunities.

2.5 Mythological and Traditional concept of Good Governance

Here Hindu conception related good governance is reviewed briefly as is found in the Vedas, Mahabharat, Arthasastra and the Manusmiriti. These scriptures and scripts are found to be full of moral and spiritual values. Most of these focus on morality, ethics, and spiritual values in political governance system, public service delivery and administration etc. MAHABHARATA: In Mahabharata, we can find that the king had a moral, political and social obligation to provide for good governance though the concept was not as explicit as it appears today. The king was expected to devote his life to the service, protection, welfare of the people, and his subjects of the state. All duties of the king should be performed according to the provisions of 'dharma', which are to be respected in everyday events; not by the king but also the public. The Shantiparva emphatically maintains that "the king should involve all the people in their respective duties and instruct them to perform their assigned functions according to Dharma." Mahabharata gives the citizens the right to resist unjust laws and remove a ruler if he acts contrary to the welfare of the subjects. The Mahabharata explicitly sanctions revolt against a king who is oppressive or fails in his functions of protection, saying that such ruler is no king at all, and should be killed like a mad dog. The Shantiparva directs the king to appoint people of caliber, integrity, reason, compassion, efficiency, reliability, justice and knowledge as his counsels. The law was the "command of the sovereign" and citizens hold to obey the dictates of the king.

ARTHASASTRA: Arthasastra is a comprehensive and rich intellectual work by Kautilya. This important work deals with economic affairs, administration, politics, diplomacy, law and order etc. issues and concerns. The concept of welfare state is embedded in Kautilya's guidelines of statecraft wherein it is stated that "in the happiness of the subjects lay his happiness, in their welfare his welfare; whatever pleases himself he shall not consider as good, but whatever makes his subjects happy, he shall consider good." Arthasastra gives to the welfare of the citizens the first place in all considerations of policy; the common good of the people and their sustained happiness are considered as main ends for the service of which Kautilya called out an elaborate administrative system. According to Mehata(1996), Kautilya well emphasized on welfare state which is reflected in his saptaganga theory, diplomacy, dandaniti. For Kautilya, state consisted of seven key elements- Swami, Amatya, Janapada, Durga, Kosa, Danda, Mitra and each of these elements had a significant role in statecraft since they are correlated and loss of one means loss to another. Kautilya's Dandaniti or the art of punishment is related to with maintaining security and well being of people which is modern day's concept of rule of law. His system of governance reflects the principle of "sarvanjana sukhino bhavantu"

(happiness of all people). In today's concept of good governance is also oriented to people's happiness, easy service delivery, rule of law, justice and fairness from the mechanism of government or from any public institutions.

MANUSMRITI: according to Mehta (1996), Manu emphatically maintained that the king is enjoined to protect people and not violate dharma: "We must ensure that strong are not able to exploit the weak. A kingdom in which the weak are exploited perishes." This statement reveals that Manu was very much realistic in governing system. Present day concept of good governance is also principally based on justice, protection of the poor and vulnerable and underprivileged according to rule of law, participation, equity etc. Mehta (1996) says that Manu envisaged a court of justice in which judges are appointed on the basis of their character and experience by the king. The decision of the judges should be based on equity (dharmum sasvatam asritya) but also take into account diverse customs and practice of different castes, religions and even families. Manu places emphasis on decentralization, autonomy for the village and district authorities and welfare activities. He also talked about public opinion and rule of law, since he emphasized that the king was subject to law which is framed by the learned, not by the king himself, and anyone who defies this law deserves to be punished- thus the king was not above or beyond law but circumscribed by law. (Mehta 1996)

MAHATMA GANDHI

Gandhi emphasized the importance of means, stating that the means are as much or even more important than the end. He laid the foundation of moral and ethical conduct in political and public life. His concept of 'trusteeship' is pertinent to the concept of good governance. The foundation for good governance is righteousness in public affairs. The conduct of those involved in governance requires adhering to righteousness which calls for exhibiting the highest standards of morality and ethical behavior. Dharma, in Sanskrit, means that which sustains the righteous path. Swami Vivekananda stressed upon right means, since means will take care of the end.

2.6 Historical Review

The concept of good governance was for the first time given more emphasis and highlighted in World Bank's report 'Governance and development' (1992). Good governance was meant sound development management at that time. Four key dimensions identified are:

- I. Public sector management
- II. Accountability
- III. Legal framework for development and
- IV. Information and transparency

The WB in this document says improving governance would begin with an assessment of the institutional environment (with emphasis on the key governance elements of accountability, rule of law, openness and transparency). In 1997, the WB redefined the concept of good governance as a necessary precondition for development. Good governance is supposed to promote and sustain holistic and integrated human development. The central focus is to see how the government enables, simplifies and authorizes its people, regardless of differences of caste, creed, class, and political

ideology and social origin to think, and take certain decisions which will be in their best interest and which will enable them to lead a clean, decent, happy, and autonomous existence.

The World Bank document (1992) sums up: governance is a continuum and not necessarily unidirectional; it does not automatically improve over time. It is a plant that needs constant operation by the operator. Citizens need to demand good governance. Their ability to do so is enhanced by literacy, education, and employment opportunities. Governments need to be responsive to those demands. Neither of these can be taken for granted. Change occurs sometimes in response to external or internal threats. It also occurs through pressures from different interest groups, some of which may be in the form of populist demands. Although lenders and aid agencies and other outsiders can contribute resources and ideas to improve governance; for change to be effective it must be rooted firmly in the societies concerned and cannot be imposed from outside.

Another use of the concept of good governance was used by OECD countries. Their meaning of good governance was laid down as conditionality for receiving economic assistance. Policy (1997) sought to link development assistance with:

- I. Participatory development
- II. Human rights and
- III. Decentralization.
- IV.

The OECD mentioned four components of governance as

- I. Legitimacy of government
- II. Accountability of political and official elements of government
- III. Competence of government to make policy and deliver services
- IV. Respect for human rights and the rule of law

2.7 Theoretical Review

A number of theoretical aspects with management, economics, and development administration have been suggested as paradigms underpinning good governance. The most important theories driving people's participatory good governance are: New Public Management (NPM), Total Quality Management (TQM), and public value theory. Lion (2001) also pointed out principal-Agent theory, public choice theory, and Transaction Theory, which created foundation for the New Zealand model of good public governance. All these theories; historically or recently have had a great impact on the introduction and implementation of good governance strategies. Following are the numbers of other theories which are briefly epitomized by Kovac and Gajduschek (2015):

Model/Elements	Weberian Public Administration	New Public Management and post-NPM	Neo-Weberian State	Good Governance
Main period	19th and the beginning of 20th century	From 1980s on	Late 1990s to present	From 2000s and on
Main principles	Legality, equity, responsibility, formalism, rationalization, other elements of administrative law	Efficiency and effectiveness, economy, users' orientation	Efficiency and effectiveness, state governed by law and social welfare	Participation, transparency, legal certainty, responsiveness, accountability, efficiency
Role of the state	All powerful: state solving all societal problems	Minimal: state ensures, but does not provide public services and products	Stronger: state removes market deficiencies, coordinating societal subsystems	Collaborative: state through government strategically develops partnerships for codecision-making
Scope of the state and public administration in the society	Rather large, state as an authority and public services provider	Small, focused on privatization and delegation of powers	Stronger, delegating but under preserved coordination and control	Small, but coordinating networks in public interest
Conduct and organization of public administration	Efficient bureaucracy, hierarchy for clear responsibility	Privatization, deregulation, decentralization, etc.	Back to effective public policies implementation	State governed by law through delegation, coordination and participation
Relation of public administration to politics	Apolitization	Neutrality, apolitical management	Improving capacity through public administration, with legally limiting polity	Hand in hand common public good
Role of an official	Expert/legalist	Service provider	Expert and at the same time manager	Public interest protector but mediator of private interests, too
Role of public administration beneficiary	Citizen as legislation addressee	Customer, client, user, consumer	Citizen, more as a subject	Active citizen, co-decision-maker
Scope and orientation of administrative law and	Protection of human rights, strictly regulated procedures, focused on individual decision-	Efficient implementation of public policies, deregulated	Balanced protection of public and private interests,	Administrative procedures as a dialogue between authority and

Model/Elements	Weberian Public Administration	New Public Management and post-NPM	Neo-Weberian State	Good Governance
procedures	making, judicial method (inquisitorial)	procedures, removal of administrative barriers, business methods	regulation initiatives, regulative methods	citizens, balancing interests by administrative method within the discretion of law
Deficiencies	Does not function in rapidly changing and complex society, failure to acknowledge nonclassical structures beyond traditional division of powers, self-centrism, etc.	Does not function if lack of authorized and highly ethical public official, endangered equity, corruption, technocracy, corporatism, democracy and constitutional state erosion, etc	Rediscovering prior existing models of governance as new ones (rule of law, legitimacy, etc	Does not function if societal subsystems immature in terms of solidarity and search for common good, favors more active stakeholders. Lack of democratic control due delegation of power

Source: Kovac & Gajduschek, 2015, p. 11-12

2.7.1 Theory of New Public Management (NPM)

New public management is regarded basically an awareness of general management since it discusses that all management aspects similar contests and therefore must be moving toward in comparable ways, not distinguished conferring to the type of arrangement or job. The fresh ideal of public governance tasks the traditional concepts of the inhabitant and the welfare state, the citizen as a customer, and remarking the welfare state as a market-centered distribution system (Christensen & Lægheid, 2011) Two different paradigms like managerialism and public choice are said to be prevalent Here public choice is a contemporary field of discourse about government with wider concern than management, whereas managerialism is a field of discourse initially meant to apply to organizations in the private sector (Dunleavy, 1994). Pollitt (1994) has provided some features of NPM which are 1. A transference in the emphasis of management arrangements and exertions from inputs and procedures on the way into productions and results. 2. A move in the direction of more dimension and magnitude, especially in the procedure of arrangements of ‘performance signs’ and/or clear ‘principles’. 3. More common distribution of market-type instruments for the public service delivery. 4. Inclination of lean/flat, independent organizational forms and decentralization. 5. Favoring contract-like relations in place of hierarchical relations. 6. Customer and concentration on quality 7. Distorting the margins between the segments of private, public

and non-profit. 8. Value based: preferring individuality and competence instead of parity and diversity. NPM came as a new strategy which attempts to combine modern management practices with the logic of economics, while retaining the core public values. (OECD 1998, p.5)

Hood (1991) mention that NPM came to be regarded as an emerging issue in the late 1970s and in the early 1980s in many developed OECD countries, it came into the theoretical ground of public administration as per an adapted form of the Progressive Public Administration. It stressed on reviewing these two elementary principles-first, eliminating or decreasing the modification concerning public and private organization and second, emphasizing effect-based accountability fairly than procedures. Navarra and Cornford (2005) stated that governing bodies were reformed about by practicing NPM which can be summarized as below within four dimensions marketisation, accountability, decentralization and efficiency. By contrasting the main features of these areas with the elements of good governance, a common dimension between NPM and good governance can be presented as below:

Figure 1.2.1: NPM

	<p>Decentralization</p> <ul style="list-style-type: none"> • Reallocation of responsibilities from central to local authorities • Being local • Devolution • Sharing views with local stakeholders 	
<p>Marketisation and best practice</p> <ul style="list-style-type: none"> • Contracting local partners • Participatory monitoring • Risk sharing • Local market based decision 	<p>Shared dimension with good governance</p> <ul style="list-style-type: none"> • Performance based management • Sharing local knowledge • Re-inventing the government • Enhancing accountability • Customer focus management 	<p>Efficiency</p> <ul style="list-style-type: none"> • Managerialism • Business process reengineering • Local based strategy • Locally sustainable programs
	<p>Accountability and Transparency</p> <ul style="list-style-type: none"> • Performance management • Program budgeting • Local business focused 	

Source: Navarra & Conford, 2005

2.7.2 Public Choice Theory (PCT)

Public Choice Theory (PCT) evolved within the economics arena, which basically focused on people’s choice in selecting public services (Lamothe & Lamothe 2009). The theory conceptualizes market-like competition in public service delivery where the public are considered as the buyer of the best product. Public choice theory holds that individual

behavior within the political system is motivated by incentives similar to those motivating behavior in the private sector. Monetary rewards, to be sure, play an important role in the decisions of public officials; many of them do get rich. Elected officials, like other people, also consider many other incentives, including family security, recognition, travel, access to information, and satisfaction derived from performing community service. Similarly, bureaucrats consider incentives such as expanding budgets for favored projects, gaining promotion, obtaining more and more highly skilled staff, and expanding influence with decision-makers. Because such incentives influence political leaders' decisions, we can predict actions they might take. Ostrom & Ostrom (1971) claim that Public choice theorists have argument that both public and private monopolistic production of goods and services inherently lead to inefficiency in service delivery management

2.7.3 Multi-level governance

Bache/Flinders 2004) defined multi-level governance as the vertical (multiple levels) and horizontal (multiple actors) dispersion of central government authority and refers to both, political structures and decision making processes While governance refers to the “growing interdependence between governments and non-governmental actors at various territorial levels” The concept of multi-level governance adds the dimension of scale. Besides the interdependence of various actors an increasing interdependence between governments of different territorial levels can be witnessed (Bache/Flinders 2004). Multilevel governance is a system of governance where there is a dispersion of authority upwards, downwards and sideways between levels of government- local, regional, national and supranational as well as across spheres and sectors, including states, markets and civil society. According to Marks (1993; 392) MLG is a system of continuous negotiation among nested governments at several territorial tiers’ where authority is not only dispersed vertically between levels of administration but also horizontally across different sectors of interest and spheres of influence, including non-government actors, markets and civil society. (Bache Flinders 2004). MLG signifies the totality of relations between public and private sectors actors, located at different territorial levels in the governance process (Ivan & Cuglesan, 2009).

Multi –level governance is a model of governance which is claimed to promote neo-pluralism and identifies the participation of different networks and political communities in the decision-making process, besides the interest of old groups and problems are solved after reaching a negotiation through the aggregation of the various divergent interest. (Ivan and Cuglesan,2009) Bache and Flinders (2004) identify four common strands in the research carried out by them:

- i. increasing participation of non-state actors such as non- governmental organizations (NGOs), corporations, unions and civil society organizations, in governance functions;
- ii. the proliferation of overlapping decision making networks engaged in such function;
- iii. the change in the role of the state from command and control to steering, coordination and networking

- iv. the challenges of MLG confronts in assigning responsibility and in exercising democratic accountability in governance.

Thus, in simple terms, we can say that multi-level governance includes the national governments, local, regional authorities, community institutions or civil society etc. various players take their stake in decision making process.

2.8 Empirical Review

KC (2017) conducted a study entitled 'Public Access to Government Services: Challenges of Chilime VDC in Rasuwa District. Here, he recommends public private partnership as well as involving NGOs in improving the poor's access to and the quality of public access to government services. He also suggests introducing information and communication technology for effective service delivery. He found that the reason for political corruption at local government was due to human greed, rising cost of election, nature of political campaigning and culture of corruption. He concludes that main threat to good governance is lack of political will and corruption in political representatives and bureaucracy. World Bank report (2014) entitled 'Nepal Local Service Delivery in Nepal'. The suggestions given in this report are related to accountability mechanism, financial management, intergovernmental finance framework, local bodies and citizens relation pattern, monitoring, reporting and evaluations of the activities done by local government accountability mechanism, human resource management, change management , institutional coordination etc.

In an article entitled 'Local Governance Institution in Nepal: status and challenges', Adhikari (2010) identified challenges like capacity of the local bodies, participation, inclusiveness and representativeness, viability of financial resources, human resource development, accountability and transparency etc. in local government in Nepal. Mardiasmo (2007) in his thesis entitled 'Good Governance Implementation and Alignment: The case of Regional Governments in Indonesia' has found that globalization is continuously putting pressure to converge to international good governance standards as divergence will leave regional governments uniformed and alienated in the international arena. Therefore, globalization is identified as the main reason for convergence. Another thesis entitled 'An evaluation of Good Governance and Service Delivery at sub-national levels in Namibia: The case of the Oshana Region' concluded that poor governance and ineffective service delivery are considerable challenges faced by public service, but they are not insurmountable. The research recommended that the government ought to provide sufficient resources and promote public participation to address the needs and aspirations of the citizens particularly the marginalized people in rural areas.

Therefore, this research is new endeavor there have been many researches in international level related to good governance. The World Governance Index shows the quality of governance in comparison of ranks of countries in global level. In Nepal, researches have been done measuring service delivery status, decentralization and its impact, public administration and its impact, and service delivery mechanism-governance initiatives etc. But at local level, good governance assessment has not still been done considering uniqueness, particularity of each unit of local government. Through the

literature review; I have found the following gaps in research in the field of good governance in Nepali federal system of governance.

1. Good governance related study in federal system of Nepali governance, particularly at local government level had not been done sufficiently.

2. Indicator based assessment of good governance and service delivery has not been done of every local governments.

3. Very few researches in Nepali context had been done about good governance considering international standards.

to explore, explain and assess the gap existing in knowledge and practice relating to good governance at local level government in newly introduced federal democratic Nepal.

CHAPTER III

RESEARCH METHODOLOGY

This chapter discusses about the research paradigm, how study was carried out and the procedures, steps, methods techniques and tools used in this investigative undertaking, reasons behind the selection of the methods used and their justification. The chapter begins with an explanation of the paradigm and philosophical assumptions, followed by research design, sampling and sample size, nature and sources of data, data collection tools and procedures, data management, analysis and interpretation, ethical standards, reliability and validity, variables of the study, and finally a summary of the chapter.

3.1 Research Paradigm and Philosophical Assumptions

Research paradigm provides an overall guiding framework, perspective and a groundwork upon which the whole research is carried out (Akbar, 2011). A paradigm is a set of beliefs, values, techniques, and assumptions that are shared by a community of researchers regarding the nature and conduct of research (Kuhn, 1977). A research paradigm is an approach to thinking about and doing the research (Antwi and Hamza (2015) .It is intrinsically associated with the concepts of ontology, epistemology, and methodology (Guba & Lincon, 1998). These ontology (what is knowledge), epistemology (how we know it), methodology (the process of studying it), and axiology (what values go into it) assumptions (Creswell, 2003) are also known as the philosophy of the research. It guides the researcher implicitly or explicitly to determine the choice of research methods employed in a study.

Ontology, Epistemology, Axiology and Methodology

The nature/theory of being and reality is sought in ontology as a branch of philosophy .It explains what“ knowledge is and assumptions about reality (Pathirage, Amaratunga, & Haigh, 2008). Based on research paradigm and approach, there may be single or objective or multiple/subjective reality, that is called positivism or post-positivism and interpretivism, correspondingly. This study on practices of good governance employs a quantitative approach, which is based on the post-positivist paradigm (Creswell, 2013). The ontological position of this research is post-positivism where it is assumed that there is single or objective reality about good governance. It is measurable and quantifiable, and the investigator is independent of what is being observed and researched. Epistemology describes how the researcher knows about the reality and assumptions about how knowledge should be acquired and accepted (Pathirage, Amaratunga, & Haigh, 2008). In other words, how we come to know about what exists (Creswell, 2003) is known as epistemology in research. This study is based on post-positivism epistemology using deductive approach to be guided by a theory of good governance. Scientific techniques such as sampling, highly structured protocols, and written self-administered structured questionnaires were employed.

The methodology, (Sarantakos, 2005), is the research strategy that translates ontological and epistemological principles into guidelines that show how research is to be conducted. Methodologically, this research falls in the paradigm of post-positivism. It is guided by the a priori theories and deductive approach (testing a theory of good

governance in a value-free position utilizing objective measurement in collecting research data for evidence based on a quantitative approach and questionnaire based survey method. Axiology states the assumptions about the value system that focuses on whether the reality is value free or value driven (Pathirage, Amaratunga, & Haigh, 2008). As guided by Positivism paradigm, it is grounded on value free or neutral system.

3.2 Research Design

This study has applied descriptive, explanatory analytical and comparative research designs since it describes, explains (the various association and relation of good governance indexes), analyses and compares quantitative information collected from the field survey and analyzed through using quantitative computer software (version 23) . Since the purpose of the study is to assess, explore and describe good governance and local service delivery status of the study area, this study used survey method to collect relevant information on different dimensions and aspects of good governance using questionnaire as tool of gathering information and service delivery. This study will collect quantitative type of information as the research design differs depending upon epistemological and ontological approaches employed (Simkhada, 2007) and nature and purpose of study variables. So this research design is quantitative in nature. Although the concept “good governance” is not ‘value neutral’ concept, the information are collected through quantification of qualitative information using multiple choice objective questionnaire, likert scale type questions but it also includes observation method to collect some related information as well. As Adhikari (2015) considers research design as major methodological thrust of the study. It is the plan of action that guides the researcher through the entire process of this study.

The researcher designed sampled survey method to collect the data from the representative sample of municipal ward offices, municipal office and local community. Sample population selected were local political elected representatives, administrative staffs, service recipients and local intellectuals of ward no.1, ward no.7 and ward no. 11 of Godawari municipality, Lalitpur

3.3 Selection of the Study Area

Godawari is a municipality in Lalitpur District in Province no 3 of Nepal that was established on 2 December 2014 by merging the former Village Development Committees Old Godawari, Badikhel, Bishankhunarayan, Godamchaur and Thaiba. The municipality area was again expanded in March 2017 to include in total 12 previous VDCs. The six VDCs added were Devichaur, Dukuchhap, Chhampi, Thecho, Chapagaun, Jharuwarasi and Lele. The center of this rural municipality is located at Bajrabarah. . For the management of public administrative functions, the municipality is divided into 14 administrative wards. The population of Godawari Municipality is 46,729 and has been categorized under various factors such as age, gender, language, ethnicity and caste. The total population of Godawari Municipality 46729 individuals. As per the survey of 2077 we can find that most of the inhabitants of Godawari Municipality are on their middle age with population of 8408 which is 34.59 percent of the total population. Whereas senior citizens are least with population of 1,582 which is 6.51percent of the total population.

Godawari (Nagar profile, 2078 Samples are proportionate subset of the population. Sample is a small representative proportion of population that is selected for collection, observation, study and analysis of data. Out of 359 ,180 sample numbers or respondents (50.139percent) were selected by applying purposive, cluster and stratified random sampling.

3.4 Nature and Sources of Data

This study has used mainly primary sources of data and information related to research objectives and research questions but has taken help from secondary sources of data and qualitative and quantitative types of information for finding research gap The primary data was collected through structured questionnaire based institutional survey. The researcher uses government reports, documents, books, journal, Acts, Laws, constitution, reports of different international agencies and organizations, CBS reports etc. as secondary sources of data for literature review and finding research gap in the field of good governance.

3.5 Sample Size and Sampling Method

Sample is a small proportion of population selected for observation and analysis of data information (Gupata & Gupta,2015).This study was basically based on primary data collection.Sample population size is 359 and sample size is 180.

Table 2.3.1: Sampling Determination

Categories of the Respondents	Ward No.1		Ward No. 7		Ward No. 11		Municipal Office	
	Sample Population	Sample Number	Sample Population	Sample Number	Sample Population	Sample Number	Sample Population	Sample Number
Elected Representatives of ward	5	5	5	5	5	5	24	18
Local intellectuals	10	5	10	5	10	5	10	5
Administrative staffs/duty bearers	5	5	6	5	6	5	28	21
Service receivers/right holders	30	15	40	15	45	15	120	46
Total	50	30	61	30	66	30	182	90

Source: Field Survey, 2022

3.6 Data collection Tools, techniques and procedure

The researcher used mainly self- administered structured questionnaires for survey and observation as data collection tools. As the techniques of data collections, structured questionnaire was applied. These tools and techniques were applied in gathering primary information. First part of the survey questionnaire included socio demographic information and in other parts questions are arranged indicator wise .Secondary information and facts from different reports, policies, governmental acts and laws, reports of the different organizations and the Godawari Municipality etc. were consulted to find the research gaps and literature review. Questionnaires based survey on municipal office, ward offices and local community was done.

3.7 Validity and Reliability of the Research

Reliability and validity are pivotal and crucial matters and criteria of any scientific research despite the fact that the application is relatively complex but essential. How consistently a method measures something is the concern of reliability. It is very crucial element in any research. The most commonly used test to determine the internal consistency of an instrument is called Cronbach's α . Bhattarai (2015) state that it requires single test administration and provides the unique quantitative estimation of reliability. The Cronbach's α result is a number between 0 and 1. An acceptable reliability score is one that is 0.7 and higher (Lobiondo & Haber, 2013). Therefore, reliability is tested in this research by Cronbach's Alpha and Its value is 0.911. Acceptability score of this research is very high since it is higher than the minimum acceptable score. Intraclass correlation coefficient is also seen, F test and Hotelling's T-Squared Test has been done their details are below:

Table 3.3.2: Reliability Statistics

Cronbach's Alpha	N of Items
.911	31

Intraclass Correlation Coefficient							
	Intraclass Correlation ^b	95percent Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.248 ^a	.209	.296	11.245	179	5370	.000
Average Measures	.911 ^c	.891	.929	11.245	179	5370	.000
Two-way mixed effects model where people effects are random and measures effects are fixed.							
a. The estimator is the same, whether the interaction effect is present or not.							
b. Type C intraclass correlation coefficients using a consistency definition-the between-measure variance is excluded from the denominator variance.							
c. This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.							

Source: Field Survey, 2022

Validity in this Research

Validity is the extent to measure what it intended to measure (Creswell, 2003). Various types of validity are applied in research. Construct, content, external, and internal validity are considered here. Content validity which looks at whether the instrument adequately covers all the content that it should with respect to the variable under study (Heale & Twycross, 2015). To meet content validity, this research has taken six indicators of good governance excluding others by delimiting the study variables. Including different constructs related to good governance (accountability, transparency, participation, rule of

law, corruption control, effectiveness and efficiency and, integrity) and interconnecting them to statement of the problem, objective, research question, construct validity is maintained here. External validity is concerned about generalization to the similar other context so this study has used proper sampling criteria and sample population and sample size determination is appropriate. Internal validity has to do with cause and effect relation of variables under study. This research establishes correlation but not testing of hypothesis. Other considerations while to validity and processing of data has been done with due consideration of scientific social research. Validity of this research is strongly justified by the highly strong correlation of the 5 indices and their correlation below:

Table 4.3.3: Validity

Correlations		Accountability _1	transperncy _2	participation _3	Ruleoflaw _4	EE_ 5
Accountability _1	Pearson Correlati on	1	.794**	.589**	.397**	.584**
	Sig. (2- tailed)		.000	.000	.000	.000
	N	180	180	180	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2022

3.8 Method of Data Analysis

The data collected was processed codified, cleaned and analyzed using quantitative method using SPSS computer software and data are presented using tables, charts, figures, graphs etc. for quantitative data, correlation chi-square test, reliability and validity test, cross tabulation and interpretation of values and comparison with theory is done.

3.9 Ethical Considerations in the Research

Researcher has considered many aspects of research ethics so that it will not violate ethical rules and standards while doing research work. Ethical standard is the set of guiding principles for a researcher that states the role, responsibilities, obligations, and compulsions of researcher to those involved in the research process. The responsibility of protecting research participants and the promotion of integrity of the research ensures reliability and validity (Creswell, 2009). Research ethics is often much more about institutional and professional regulations and codes of conduct (Denzin & Lincon (2000). Identification was included in the survey purely for the purpose of coding. Confidentiality, anonymity, informed participation is maintained of respondents, no any coercion is done. Legal rules of citation are complied. There is no any misuse of respondent's information. Thus institutional, academic, individual and societal level ethics and integrity is duly complied in this research.

CHAPTER IV

DATA ANALYSIS AND INTERPRETATION

This chapter consists of presentation, analysis and interpretation of collected data. In this chapter, the researcher has organized data related to different indicators of Good governance. SPSS20 software has been used to analyze information gathered from structured questionnaire based institutional survey and exit poll. Accountability, transparency, responsibility, rule of law, participation, corruption control, responsiveness, effectiveness and efficiency etc. of Godawari municipality has been assessed based on directly collected primary data. Public service delivery condition, information transparency, peoples' attitudes towards level of participation in local government has also been evaluated based on the responses provided by duty bearers, service receivers and local intellectuals. Responses provided has been seen in relation to the objectives specified in this study.

4.1 Socio- demographic Characteristics of the Respondents

Socio- demographic characteristics is concerned with the social and demographic characteristics or variables that directly or indirectly influence, cause shape, intervene, moderate, compound and sometimes even becomes causal factor in any scientific investigation. This research has taken information based on some variables like gender, age, education, ethnicity, occupation, religion, marital status etc. which are presented and analyzed respectively below.

4.1.1 Category of Respondents

Types or category of any respondent is a socio demographic factor that plays vital role in response to research question as well as category itself is variable which encompass various variable attributes which can effect in various ways in any scientific social research. Types of respondents are presented in the table below:

Table 5.4.1: Types of Respondents

	Frequency	Percent
Elected Representatives	33	18.3
Administrative Personnel	36	20.0
Service Recipients	91	50.6
local Intellectuals	20	11.1
Total	180	100.0

Source: Survey Result, 2022

The above mentioned table provides information about the types of respondents included as the respondents in this research. Among the respondents, the highest percent (50.6 percent) is from public service recipients who came to Godawari Municipality Office, Lalitpur, Nepal and its 3 wards wards no 1, 7 and 11, followed by administrative personnel or staffs (20 percent) in municipal office and its wards (1, 3 and 11). Third type of respondents are elected people's representatives (18.3 percent) at municipal government as municipal executives and ward members from the three wards. The lowest percent (11.1 percent) is that of local intellectuals taken as respondents from the 3 wards.

Since strata, type of respondents has certain attributes which affects in the way answers or responses are provided, attitude, perception, and intellect, understanding level, value, norms etc. may differ as per the category in research undertaking that's why the researcher has taken into consideration of four groups of respondents to elicit more valid and reliable information.

4.1.2 Age of Respondents

Age is a social, demographic, psychological, physical, mental composite variable which affects in various ways in various dimensions, aspects of social, institutional life, productivity, experience, knowledge and perception etc. In this research undertaking respondents of the following age groups are included:

Table 6.4.2: Age Distribution of Respondents

Category :Age group		Frequency	Percent
Valid	16 to 30 year	20	11.1
	31 to 40 year	74	41.1
	41 to 50 year	53	29.4
	51 to 60 year	23	12.8
	61 to 70 year	6	3.3
	above 70 year	4	2.2
	Total	180	100.0

Source: Field Survey,2022

The data above shows that highest number (74) of respondents are in the age range from 31 to 40 years ,whose percentage is 41.1 followed by 53 number (29.4 percent) in the age group of 41 to 50. Third in rank is the 23 (12.8 percent) in the age group from 51 to 60 followed by 20 (11.1 percent) in the age range of 16 to 30 and the second last number is 6 (3.3 percent) falling in age range of 61 to 70. The last and least number is 4 (2.2 percent) in age range above 70 years of age. So, most of the respondents are from 2 age group from age 31 to 50.

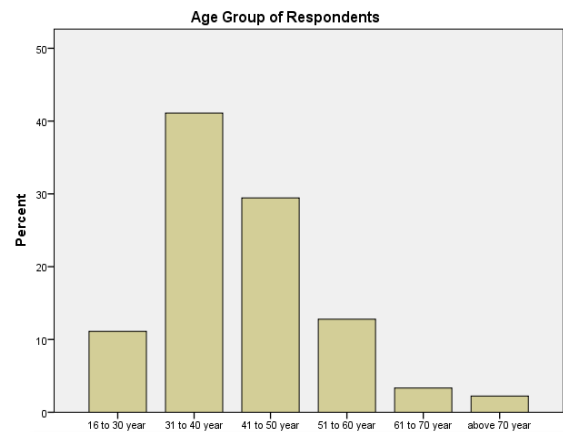


Figure 2.4.1: Age Group

4.1.2 Gender Profile of the Respondents

The gender variable includes many facets important to reflect upon to understand how and why gender is associated with certain outcome variables, such as attitudes, behavior and health. Scholars suggest operationalizing gender as consisting of several aspects, which can be divided into the four main facets of: (a) physiological/bodily aspects (sex); (b) gender identity or self-defined gender; (c) legal gender; and (d) social gender in terms of norm-related behaviors and gender expressions .Gender and good governance have various studies that indicate that high gender equality and parity promotes and enhances the level of good governance, and democracy.

A study on human rights abuse also showed that states with more gender equality in terms of more political presentation, i.e. the percentage of women in parliament, are more inclined to follow human rights (Melander 2005). Higher participation of women in public service mechanism, political representation and public sphere domain is likely to promote women rights, justice, non- discrimination and rule of law which are the indicators and aspects of good governance. Despite significant progress made regarding status of women, gender inequality remains prevalent in many sectors like civil service ,justice delivery ,political representation ,security force, international diplomatic representation, judiciary, community participation , panning and plan formulation domain etc. in Nepal. Equal, active and meaningful participation of all genders are foundation of any good governance, otherwise it may lead to poor governance.

Table 7.4.3: Gender of Respondents

		Frequency	Percent
	Male	107	59.4
	Female	73	40.6
	Total	180	100.0

Source: Field Survey, 2022

The table 2 depicts that out of 100 percent, 59.4 percent (107) are male and 40.6percent (73) female respondents of this study. Below is presented the respondent type wise gender distribution:

Table 8.4.4: Respondent Type wise Distribution of Gender

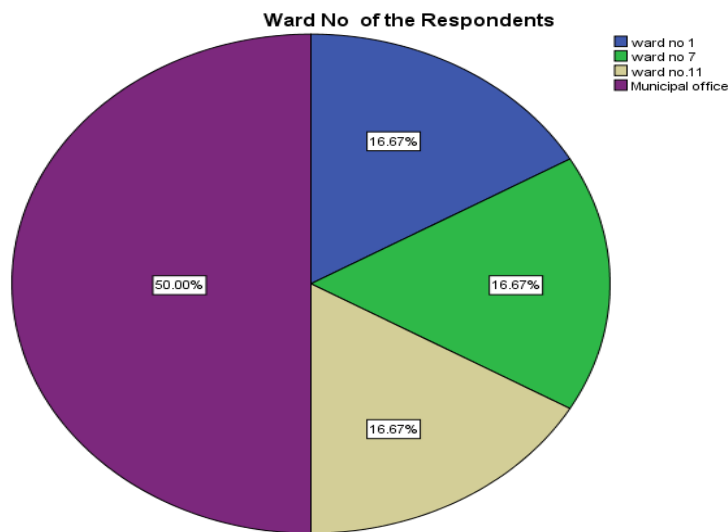
Category	Male	Female	Total
	Percent	Percent	
Elected Representatives	48.50	51.50	
Administrative Personnel	69.40	30.60	
Service Recipients	60.40	39.60	
local Intellectuals	55.00	45.00	

Source: Field Survey,2022

Table 3 shows that female population is higher than male in the category of elected representatives. In administrative personnel type women are more than half the number of male counterparts. Similarly in service recipients type women are 39.6 percent as compared to male percent (60.4 percent).In intellectual category, male (55 percent) are 10 percent higher than female (45 percent). Gender equality and quality of governance, good governance, human rights, rule of law democracy index, balanced economic well has positive relation since gender equality, participation of women in governance reduces many negative disparity and its consequences.

4.1.3 Location of the Respondents

Figure 3.4.2: Ward no. of Respondents



Source: Field Survey Result 2022

The above pie chart shows the ward wise percentage of the respondents and shown in the Fifty percent of respondents are from municipal office and other halves are from 3 wards divided equally in number, 30 from each ward and percentage is (16.7 percent).

4.1.4 Educational Background of the Respondents

With regards to the educational background, 28.3percent participants (51) in this study were holding bachelor level qualification followed by 17.2 percent (31) as Intermediate level (10-12), 16.1 percent (29) as master's degree, 14.4 percent (26) as secondary (8-10) education, 13.9 percent (25) as lower secondary level (6-8), 6.1 percent (11) as primary level and 3.9 percent (7) as having no formal education respectively. The table also shows that administrative personals, and local intellectuals have sound level of education compared to others. Most of the elected representatives have below bachelor level qualification. Only 4 have bachelor degree. Out of 90 service recipients, 18 persons are bachelor holders while 16 have masters' degree and remaining fall under bachelor level. Quality of service delivery, quality of performance, reasonable and just rule making meaningful participation in governance, public Vigilance towards governance, accountability and transparency demand of people, utilization of e services and e governance model etc. depend on the level, quality, richness of education, thus education as a variable is very important in maintain good governance in local self- governance system and participatory as well as inclusive democracy in a a federal political system of government.

Table 9.4.5: Respondents' Educational Attainment Status Distribution

Category	Types of Respondents				Percent
	Elected Representatives	Administrative Personnel	Service Recipients	Local Intellectuals	
No formal education	0	0	7	0	4.00
Primary	2	0	9	0	6.10
Lower secondary	11	1	13	0	13.90
Secondary	9	3	14	0	14.40
Intermediate	7	4	14	6	17.20
Bachelor	4	20	18	9	28.30
Master	0	8	16	5	16.10
>Master	0	0	0	0	0.00
Total	30	36	91	20	100.00

Source: Field Survey, 2022

4.1.5 Ethnicity and Religion of the Respondents

A social group that shares a common and distinctive culture, religion, language, or the like is often taken as an ethnic group. Researchers routinely collect information and data about ethnicity and religion as descriptive variables for their populations, any scientific social science research has to measure differences among ethnic and religious groups or to identify the underlying cause of the differences, if they are found, in relation to the variables in own's investigation. Ethnic group and religious groups may have their own philosophy, ontology, epistemological perspective and axiology about the subject matter like good governance, government type and perception of what is right and wrong to be done in the public sphere like public service delivery. Some ethnic groups also share religious traits, and others may share a group history but may not have a common language or religion for example Newar ethnic group may share linguistic similarity but dialectic differences as well and religion may be common.

Ethnicity is viewed as a person's group and cultural traits, such as nationality, ancestry, language, and beliefs (Sue & Dhindsa, 2006). This study has classified respondents in mainly four ethnic groups Khas ariya (Chhetri and Brahamin), Janajati, Dalit and Madhesi ethnic groups, although it is not unanimously accepted definition as there are varied sociological, legal, religious, racial and historical definitions. Ethnicity is an important institution and one that impacts on the quality of governance. The behavior of ethnic groups and specifically on their impact on the provision of public goods in local government level can be noticed in various countries. Sometimes poor governance is imposed by one ethnic group upon another. Thus, ethnicity is a vital variable to be considered in this investigation about good governance in local government in the federal political system of governance.

Religion is a set of organized beliefs, practices, rituals and systems that most often relate to belief and worship of a controlling force such as a the belief, faith in and worship of a superhuman controlling power, especially a personal God or gods. Various religions have their own values, norms, assumptions, ethics, morality and guiding value.

system which relate to governance of society, nation, community and the whole universe. Ethics is a part of the religion. Religion tells us to look for good qualities in life, and avoid evil. Good governance as a concept has linkage to ‘Ram Rajya’ in Hinduism and many Islamic, Buddhist, Christian, and indigenous religions have their own perspective about good governance system. Therefore religion is also a categorical variable to be considered in this research.

Table 10.4.6: Ethnic and Religious Groups of Respondents

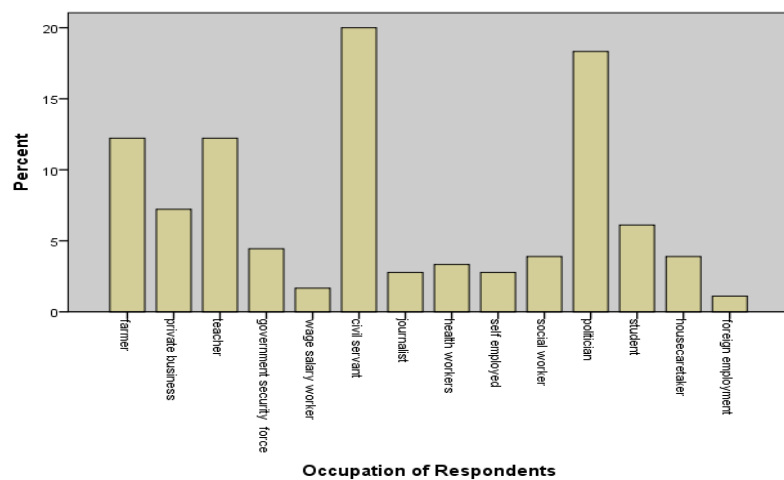
Category		Frequency	Percent
Religion	Hindu	142	78.9
	Buddhist	31	17.2
	Christianity	4	2.2
	Nature workship	3	1.7
Ethnic groups	Chhetri	47	26.1
	Brahamin	25	13.9
	Janajati	78	43.3
	Dalit	29	16.1
	Madhesi	1	.6
Total		180	100.0

Source: Field Survey, 2022

The above mentioned table indicates that majority 78.9 percent (142) of the respondents are from the Hindu religious group followed by 17.2 percent (31) as Buddhists, 2.2 percent (4) as Christians and 1.7percent (3) as Nature worship groups respectively. Out of five groups of ethnic/caste groups, the highest percentage (43.3 percent) is that of Janajati group where 78 respondents are included followed by 26.1percent (47) as Chhetri, 13.9 percent (25) as Brahamin, 16.1 percent (29) as Dalit, and 0.6percent (1) as Madhesi respectively.

4.1.6 Occupation of the Respondents

Occupation generally refers to the work, job, profession, field of engagement to earn money and livelihood for living a life. Occupation carries with it social rank, stratification, income, prestige, knowledge, skill, attitude and many more such attributes. Occupation of the respondents may also somehow influence on the attitudinal answers, perceptions in the responses asked in the questionnaire and interviews etc. The



occupation wise distribution of the participants in this study is given below:

The jobs and works that respondents are doing or are involved in is shown by the above mentioned paragraph where the 20 percent respondents are teachers, 18.3 percent politicians, 12.2 percent teachers, 12.2 percent farmers, 7.2 percent private business, 6.1 percent students, 3.9 percent social workers, 3.9 percent house caretakers, 4.4percent government security personnels, 3.3 health workers, 2.8 percent self-employed, 2.8 journalists, 1.1 wage salary workers, and 1.1 foreign employment.

4.1.7 Position of Respondents

Positional status of the elected representatives and administrative staffs in the municipal office and three ward are given their position while service recipients and local intellectual who were respondents in this study are given the label none in the position status.

Table 11.4.7: Position of Respondents in the Municipal and ward offices

Category	Frequency	Percent
Mayor	1	0.06
Sub mayor	1	0.06
Ward Chairperson	3	1.70
municipal executive member	16	8.90
Ward member	12	6.70
chief administrative officer	1	0.60
Officer	3	1.70
officer (6th grade)	7	3.90
Engineer	2	1.10
sub engineer	5	2.80
Nayab Subba	2	1.10
Kharidar	6	3.30
ward secretary	3	1.70
social mobilizer	3	1.70
Office assistant	4	2.20
None	111	61.70
Total	180	100.00

Source Field Survey 2022

The above table shows the positional status and their respective numbers as mayor one, sub mayor one, ward chairpersons three, municipal executive members sixteen, ward members twelve, chief administrative officer one, officers three, officers of 6th grade seven, engineer two, sub engineer five, nayab subba two, kharidar six, ward secretary three, social mobilizer four, office assistant four and other none position holders one hundred and eighty and their percentage are 0.6 percent, 0.6 percent, 1.7, 8.9 percent, 6.7 percent, 0.6 percent, 1.7 percent, 3.9 percent, 1.1 percent, 2.8 percent, 1.1 percent, 3.3 percent, 1.7 percent, 1.7 percent, 2.2 percent and 61.7 percent respectively.

4.1.8 Marital Status of the Respondents

Marital status is also one characteristic of the respondents which influence and determine many responses in social and personal life and behavior and attitudes, social

attitude differ depending on the marital status of any individual. Marital status of the research participants are given below:

Table 12.4.8: : Marital Status of the Respondents

	Frequency	Percent
Married	149	82.8
Unmarried	29	16.1
widow/widower	2	1.1
Total	180	100.0

Source: Field Survey 2022

Table 8 clearly shows the frequency and percentage of married, unmarried and widow/widower respondents where majority 82.8 (149) are married while 16.1 percent (29) are unmarried and 1.1 percent (2) are widow or widower.

4.1.9 Party Affiliation of Elected Representatives

A political party is an organized body or group of people whose members are associated by certain common ideology, goal, vision, mission and their goal is to gain political power by representing people on whose name they exercise sovereignty of a country or nation. The actual role that parties fulfill in the world is sometimes hotly debated most especially in the developing world. Some authors include parties among the chief agents of the transition and consolidation [for a country that is coming out of political turmoil or authoritarian government] while others consider them marginal and inconsequential (Agh, 1998). Role of political party to promote, sustain and flourish good governance cannot be underestimated. Nepal has also seen the role of political parties in bringing democracy in various movements in political history of Nepal.

Table 13.4.9: Party Affiliation of Elected Representatives

Category	Frequency	Percent
Nepali congress	27	15.0
Nepal Communist Party (UML)	4	2.2
Raprapa Nepal	1	.6
United Maoists	3	1.7
No party affiliation	145	80.6
Total	180	100.0

Source: Survey Result 2022

27 elected members from 3 wards (ward no.1, 7 & 11) and municipal executive members of Godawari municipality, Lalitpur, Nepal are from Congress Party, 4 members from Nepal Communist Party (UML), three from United Maoists, one member from Raprapa Nepal and one hundred and forty five belong to the category of nonparty affiliation label which refers to the service recipients, administrative staffs and intellectuals who were not asked to provide their party affiliated information. The highest percentage (80.6 percent) is that of none party affiliation followed by Congress party affiliated 15 percent, Nepal Communist Party affiliated 2.2 percent, United Maoists 1.7 percent and 0.6 of the Raprapa Nepal.

4.2 Good Governance: Accountability

Accountability obliges the office bearer to take responsibility, give answers, justification and explanations for their behavior, actions, conduct and performance towards those sides that has the authority and right to expect such behavior. One of the vital indicator and foundation of good governance is accountability. Koppell (2005) opines that accountability is a combined form of transparency, liability, control, responsibility, and responsiveness. Accountability is multidimensional, complex and highly used word in the social, educational institutional and bureaucratic domain that is defined and perceived in various ways in the literature. It has been described as a narrow or broad sense by various scholars .It is a multifaceted and changing concept. Ackerman (2005) states that accountability is a proactive process where public officials inform and justify their plans of action and behavior, and results are sanctioned accordingly. Accountability is explained as the relationship between an actor and a forum by Bovens (2010). An actor has an obligation to explain and justify his/her conducts and the forum can pose questions and pass judgment, as a result of which, the actor may face consequences. So it is the two way relationship where one side demands certain behavior from another side and another side behaves accordingly.

Table 14.4.10: Perception about accountability, Code of Conduct Compliance

Items	Category	Frequency	Percent
Do you know about the concept of accountability?	Yes	171	95.0
	No	9	5.0
Do you think accountability contributes to maintain good governance?	Yes	156	86.7
	No	24	13.3
Can citizens access accountability documents and get an answer to their questions from municipal offices?	Yes	100	55.6
	No	47	26.1
	I do not know	33	18.3
Has the organization conducted public hearing timely in accordance with law?	Yes	101	56.1
	No	43	23.9
	I do not know	36	20.0
Is there code of conduct for people's representatives and administrative personnel?	Yes	120	66.7
	No	5	2.8
	Yes but not t very effective	55	30.6
If yes is it complied by all?	Yes	90	50.0
	No	62	34.4
	I have no opinion	28	15.6
Is there any remedial mechanism against the violation of this code of	Yes	105	58.3
	No	34	18.9
	I do not know	41	22.8
Did you expect that elected representative would be accountable to the people and	Yes	162	90.0

governance would improve before federalism came into force?	No	18	10.0
Did your expectation came to be true or matched with reality now?	Yes	75	41.7
	No	105	58.3
	Total	180	100.0

Source: Field Survey, 2022

The knowledge and awareness of accountability is very crucial for the proper understanding of good governance in real life situation in any local government mechanism and system. Respondents were asked about the understanding of accountability and ninety five percent gave positive answer which indicates that very few (only five percent) gave no answer which means that they lacked the knowledge about accountability or they failed to capture the reality intended to capture. Almost all elected leaders, administrative staffs and intellectuals responded yes while the five percent were only service recipient persons. Concerning the inquiry related to weather accountability contributes to good governance, 86.7 percent respondents said yes and rest were unknown about relation between good governance and accountability. This means that majority of people take positively about accountability but some portion of the people are not aware about it. It is due to lack of education sine those who responded as having no knowledge has no formal education or only basic literacy. Weather people get accountability documents from the municipality, only 55.6 percent gave positive answer and among the remaining almost half number of respondents, 26.1 percent do not believe that they get such accountability related documents from the municipality as they claimed ‘No’ in their response. Even 18.3 percent were unaware about such document accessibility in municipal institution.

Public hearing is often considered very vital tool of accountability from the citizen’s side. So the response related to the conduction of public hearing in a timely and rule based order, 56.1 percent respondents agree and say ‘yes’ that public hearing is done accordingly but 23.9 percent participants do not agree and claim that due and timely conduction is not done . The rest 20percent participants are unaware and do not know whether public hearing is conducted timely and lawfully. Question intended to elicit response about the presence or absence of code of conduct of public authority, a significant percentage (66.7) accept the presence while almost 30 percent reject the true intention of code of conduct and challenge that it is only in paper since they claim that it is no translated into action by those who are supposed to be bound by it as it is not put into effect. A very small percentage is unknown about it since their response is ‘No’ which indicates absence. Regarding the compliance of the code of conduct opinion varies as there can be seen fluctuation in answer .Half the number of participants assert that code of conduct is compiled by the concerned authority and officials but the remaining half is divided in their view as more than thirty percent participants dispute the earlier assertion and claim that code of conduct is not followed in real life situation. A small portion is indifferent to the execution of code of conduct.

Similarly, in response concerning the remedial mechanism answers are also in variation and majority support that there is remedial mechanism if that code of conduct is

violated but 18.9 percent dispute with the earlier claim and negate their view. More than twenty percent are unaware about remedial mechanism which indicated lack of knowledge and information about it. Expectations of people from the public officials and political leaders was high as ninety percent participants declared that they had such expectation, only ten percent had no such expectation. But the reality and expectation differed since more than 58 percent were displeased as their expectation has not yet realized. But 41.7 percent are positive with the present leaders and they are hopeful. More positive answers are given by political leaders and administrative staffs than intellectuals and service participants.

4.2.1 Tools of Accountability Applied by the Local Municipal Government

All states, governments at various levels have some form of mechanisms to promote or ensure accountability of public actors for effectively delivering services to its citizens. Various tools and mechanism can be used to make public authority holders accountable to the common people and right holders. Citizen charter check list of entitlements (Citizens are alerted to the various rights and entitlements that they have through different government bodies) participatory planning and budgets of local bodies, right to information (citizens have the right to demand and receive information), check list of relevant laws, policies, regulations that affect a citizen's life, civic education (The value of education about civic matters, how the state works).

Other tools or methods like public expenditure tracking (learning of the size of the budget, how the budget is spent) ,check list of standards & indicators (formulated quality standards for public services) ,community score card (can be used by both service providers and service receivers for effectiveness of public services) ,citizen report card (how those who receive services are satisfied or dissatisfied with those services and can report this to the responsible authorities), public hearing, public audit (seek transparency and accountability in regard to investment in local development projects), public revenue monitoring (monitor the income that is being received by government bodies , citizen complaint structures(complaints against wrong-doers) etc. are some of the tools that can be used to make government and public authority more accountable.

Responses regarding application of tools of accountability vary More than 90 percent participants agree that Citizen Charter is used. Slightly more than 8 percent do not know the concept of citizen charter. Social audit is said to be in practice by a little more than 58 percent followed by 34.4 percent who counter the earlier admit of use of that tool. Regarding the social hearing method, significant number of people accept that it is used in practice, disputed by only 1.1 percent which is negligible here but 7.2 percent are uninformed and unknown about it. Similarly, a little higher than 65percent participants side with the answer yes while 21.1 percent participant collide with that claim followed by 13.3 percent unknown and ignorant participants. Such participants are often service recipients and uneducated or only possess basic literacy.

The analyzed result about the applicability of community score card indicate that it is not in use and is supported by 85percent participants, only three people admitted application which is not true in real sense since most of the people are not cognizant of its use in their local government. Consumer survey also seems to be not in use since

68.3percent respondents discredit its implementation followed by significant percentage of ignorant participants about it. Participatory planning and decision making is acknowledged by nearly 60 percent respondents followed by contradicting voice of 36.1 percent. Regarding local legislative oversight, views supporting are 70 percent repudiated by 22.2 percent and not known by 7.8 percent. Performance based management is also said to not in use by 58.3 percent followed by significant percentage of unknown participants. Internal auditing and citizen complaints are stated to be in use by majority of the participants. Similar views can be seen in matters of checklist of standers and indicators and declaration of assets.

Table 15.4.11: Tools of accountability practiced.

Tools of accountability	Category	Frequency	Percent
Citizen Charter	Yes	163	90.6
	No	2	1.1
	I do not know	15	8.3
Public Audit	Yes	105	58.3
	No	62	34.4
	I do not know	13	7.2
Social hearing	Yes	165	91.7
	No	2	1.1
	I do not know	13	7.2
Social audit	Yes	118	65.6
	No	38	21.1
	I do not know	24	13.3
Community score card (CRC)	Yes	3	1.7
	No	153	85.0
	I do not know	24	13.3
Consumer or Service Recipient Survey	Yes	2	1.1
	No	123	68.3
	I do not know	55	30.6
Participatory planning and decision making	Yes	107	59.4
	No	65	36.1
	I do not know	8	4.4
local legislative oversight	Yes	126	70.0
	No	40	22.2
	I do not know	14	7.8
Result/performance based management	Yes	16	8.9
	No	105	58.3
	I do not know	59	32.8
Internal control mechanism (i.e. internal auditing")	Yes	152	84.4
	No	9	5.0
	I do not know	19	10.6
Citizen complaint/ grievance handling mechanism	Yes	155	86.1
	No	7	3.9
	I do not know	18	10.0

Checklist of standards and indicators	Yes	98	54.4
	No	57	31.7
	I do not know	25	13.9
Declaration of the assets	Yes	140	77.8
	No	15	8.3
	I do not know	25	13.9
	Total	180	100.0

Source: Field Survey 2022

4.2.2 Descriptive statistical of accountability index related items

Table 16.4.12: Accountability index

	N	Minimum	Maximum	Mean		SD	Skewness	
	Statistic	Statistic	Statistic	Statistic	SE	Statistic	Statistic	SE
Do elected members fulfill their roles and responsibilities?	180	1.00	5.00	3.2389	.07364	.98799	-.145	.181
Do you agree that the public hearing is fair, impartial, and inclusive of experts, stakeholders, civil society members, local general public etc.?	180	1.00	5.00	3.0833	.07634	1.02415	.084	.181
How do you perceive the rate of completion of government projects within agreed timelines?	180	1.00	5.00	2.8333	.06278	.84232	-.072	.181
How much accountable are the municipal offices in regard to making its decisions public?	180	1.00	5.00	3.2278	.07467	1.00184	-.033	.181
Valid N (listwise)	180							

Correlations			Accountability	Marital Status of Respondents
Spearman's rho	Accountability_1	Correlation Coefficient	1.000	-.318**
		Sig. (2-tailed)	.	.000
		N	180	180
	Marital Status of Respondents	Correlation Coefficient	-.318**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

The table demonstrates that there is strong negative correlation between marital status and accountability index.

Source: Field Survey2022

2.1.1 Marital Status and Accountability correlation

Table 17.4.13:Correlation Age of Respondents and Accountability

		Age of Respondents	Accountability_1
Spearman's rho	Age of Respondents	Correlation Coefficient	1.000
		Sig. (2-tailed)	.304
		N	180
	Accountability_1	Correlation Coefficient	.077
		Sig. (2-tailed)	.304
		N	180

Correlations		Accountability_1	Position in the Institution of Respondents
Spearman's rho	Accountability_1	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	180
	Position in the Institution of Respondents	Correlation Coefficient	-.733**
		Sig. (2-tailed)	.000
		N	180

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations		70.Do you follow citizen charter to receive services?	65.Have you ever faced bureaucratic delay and much process whenever you are engaged in the service providing institution?
Spearman's rho	70.Do you follow citizen charter to receive services?	Correlation Coefficient	1.000
		Sig. (2-tailed)	.268**
		N	180
	65.Have you ever faced bureaucratic delay and much process whenever	Correlation Coefficient	-.268**
		Sig. (2-tailed)	.000
		N	180

you are engaged in the service providing institution?	N	180	180
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Survey, 2022

4.2 Transparency in the Local government

Transparency is a dominant element and indicator in the bureaucratic setup that helps to counter corruption, improve governance and promote accountability. Transparency is taken as a key tool of good governance and a prerequisite and pillar of any democratic regime (Mabillard & Zumofen, 2016). Transparency means the free flow of information and its availability to all those who are connected with the decisions (Saremi & Mohammadi, 2015). Information should be accessible to all people and forums as per the law and rules since it strengthens local self-governance and it plays a pivotal role to make public officials accountable and responsive to people. It is often an accepted fact that information is the currency that every citizen requires to participate in the life and governance of society. It is often claimed that higher the access of the citizen to information, the greater would be the responsiveness of government to community needs. Alternatively, the greater the restrictions that are placed on 'access', the greater the feelings of 'powerlessness' and alienation. Information enables people to adequately exercise their rights and responsibilities as citizens or make informed choices in various walks of social life in a particular political community and state. RTI Act in Nepal has given all Nepali citizens the right to seek all information and budget and also to receive copies, citizens at the local level have not become used to do this (Khadka and Bhattarai, 2012).

Table 18.4.14: Citizens' Awareness on Transparency

Item	Category	Frequency	Percent
Do you know the concept of transparency in local governance system?	Yes	178	98.9
	No	2	1.1
Do you know the concept of right to information specified by Nepalese constitution?	Yes	163	90.6
	No	17	9.4
Is there spokesperson appointed to provide information to the stakeholders and general public the Municipality?	Yes	159	88.3
	No	1	.6
	I do not know	20	11.1
Have you ever sought information of public concern from the municipality?	Yes	26	14.4
	No	154	85.6
Is there proactive disclosure and update of information in every three months of the municipality's activities?	Yes	82	45.6
	No	67	37.2
	I do not know	31	17.2
Is the information provided informative, understandable, accurate, valid, accessible, and portable?	Yes	88	48.9
	No	24	13.3
	I do not know	68	37.8

Item	Category	Frequency	Percent
Are there cases of hiding of any information which should not be kept hidden?	Yes	65	36.1
	No	81	45.0
	I do not know	34	18.9
Is there use of information technology to provide information to the people?	Yes	166	92.2
	I do not know	14	7.8
Are the procurement procedures publicly disclosed?	Yes	135	75.0
	No	20	11.1
	I do not know	25	13.9
Are vacancies announced within the institution or publicly in simple, clear and easily understood?	Yes	159	88.3
	No	8	4.4
	I do not know	13	7.2
Is there public review of budget and financial reports?	Yes	103	57.2
	No	49	27.2
	I do not know	28	15.6
Are municipal structure, rules, regulations and performance standards of various services, product etc. published?	Yes	126	70.0
	No	30	16.7
	I do not know	24	13.3
	Total	180	100.0

Source: Field Survey, 2022

People's awareness regarding the right to information and transparency was tried to appraise To capture the extent of awareness, they were given questions to answer, their knowledge of transparency found to be good since almost 99 percent participants were cognizant and aware about the concept of transparency .But slightly lower (90.6 percent) percentage of participants were found to be aware about the constitutional guarantee of Right to Information as fundamental right of Nepali citizens. There is found to be provision of RTI officer in the municipal office and ward offices stated that they were ready to give information following the due legal procedure.88.3 percent participants were knowledgeable about the spokesperson and RTI officer in the municipal office. Largest percentage (85.6 percent) of people was reluctant to seek information from the public offices. Only few people (14.4 percent) have sought information up to this time. This clearly reveals that there is tendency of silent culture and people are not proactive well informed about the value of information in good governance. Only vigilant, informed citizens can make local government accountable and transparent and responsive to their needs and concern. Information is a national resource. Neither the particular government of the day, nor public officials, creates information for their own benefit. This information is generated for the purposes related to the legitimate discharge of their duties of office, and for the service of public for whose benefit the institutions of government exist, and who ultimately (through one kind of import or another) fund the institutions of government and the salaries of officials. It follows that government and officials are 'trustees' of the information of the people.

Proactive disclosure of information is claimed to be provided and published by the local government which is corroborated by the admission of 45.6 percent of the participants but it is denied by 37.2 percent of participants. Others are unaware about it. Information to be provided should be informative, understandable, accurate, valid,

accessible and portable in physical or digital format and forms. Roughly half the participants assert that it is done meeting such criteria but it is contradictory and counterintuitive due to the fact that majority of the participants are reluctant to seek information but they gave positive responses. It may be caused due to the nature of informants (political and administrative staffs) who were responsible legally and politically to disclose public information. Publicly disclosing the procedures of local government enables the main stakeholder, the society to review the various aspects of the institution used, to understand whether or not institutions manage their budget transparently based on the laws, rules and procedures of a country. It is also a check for corruption within the public sector. Therefore, an individual who tries to assess good governance should use the transparency as one of the strong indicators of good governance.

Regarding the hiding of information 36.1percent informants accepted that there is information concealment in the municipal government institutions, but nearly 10 percent higher percentage of people expressed that there is no such opaque activity. Nearly all people who were knowledgeable about the importance of technology in enhancing good governance supported the claim that technology contributes to good governance. In the same way, vacancy announcement publicly is also evidenced by the 88.3 percent respondents but publishing procurement procedure is doubted by 11.1 percent and asserted by 75 percent .Answers as to the public review of budgets and financial reports vary. Only 57.2 percent articulated positive answer, 27.2 percent refuted that claim. Seventy percent participants in this study gave approving answer about the publishing of laws, rules, and performance standards.

4.3. Descriptive Statistics of Transparency Index

Table 19.4.15 Descriptive statistical values of transparency index

Category	N	Min	Max	Mean		SD
	Statistic	Statistic	Statistic	Statistic	SE	Statistic
Is the decision making in municipality level done in a transparent way in matters of public concern?	180	1.00	5.00	3.40	.06	.88
Are Staff members always informed when important decisions are made in the institution?	180	1.00	5.00	2.27	.15500	2.07
How do you rate the municipality's transparency towards the community?	180	2.00	5.00	3.36	.06142	.82
How do you rate the availability and access to information for the community in your municipality?	180	2.00	5.00	3.57	.07222	.96
How do you see the closeness of municipality to the citizens?	180	1.00	5.00	3.18	.06424	.86
Do you agree that this municipality informs citizens in a good way about important community issues?	180	2.00	5.00	3.32	.06943	.93

How much easy or difficult is it to obtain information on laws and regulations of your municipality?	180	1.00	5.00	2.56	.12311	1.65
--	-----	------	------	------	--------	------

Source: Field Survey2022

Likert scale items have been used to make composite transparency index, and the mean value of majority items except two items illustrates that municipal level decision making, transparency of municipality towards community, availability and accessibility of information, closeness to the community, are good and tilt towards the good to very good position. This means that such sub-indexes are not in poor condition. Information providing procedure need to ease since it is relatively lower in rank and slides downward in its value rated by the participants.

4.3.2 Correlation between Education and Transparency

Table 20.4.16: Correlation of Education and Transparency

Correlations		transperncy_2	Education
Spearman's rho	transperncy_2	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	180
	Education of Respondents	Correlation Coefficient	.126
		Sig. (2-tailed)	.093
		N	180

Source: Field Survey 2022

There is displayed that education and transparency have positive correlation but not very strong is seen.

4.4 Participation in local Government

The basic philosophy of participation is to give local people a meaningful, active, and constructive role in local government decisions that affect them so as to make people become empowered to hold local government responsible for how that decision will affect them. Gaventa (2004, p. 25) argued that “a first key challenge for the 21st century is the construction of new relationships between ordinary people and the institutions – especially those of government – which affect their lives”. Putnam (1993, p. 117) asserted that recently civic engagement and good government become locked together in a “virtuous circle” – in contrast to a parallel “vicious circle” of distrust, disorder and poor government. Scholars and aid agencies have perceived that good governance means greater people’s participation. Effective people’s participation can ensure accountability, transparency and legitimacy, which are bases of good governance, during implementing any development programs that have an effect on local people’s wellbeing and life. (Sirker & Cosic, 2007; Sullivan, 2001).

Table 21.4.18: Items related to peoples' participation in Local Government

Item	Category	Frequency	Percent
Is there provision to include people in decision making process in matters affecting their lives?	Yes	140	77.8
	No	27	15.0
	I do not know	13	7.2
Are there mechanisms of citizen consultation for the formulation and implementation of policies and programs?	Yes	139	77.2
	No	22	12.2
	I do not know	19	10.6
Have you ever participated in Public Hearing program organized by the municipality?	Yes	125	69.4
	No	55	30.6
Have you ever participated in discussion and consultation related to development projects and program conducted by municipality?	Yes	154	85.6
	No	26	14.4
Do you think the municipality involves people in decision making process in matters of public concern?	Yes	115	63.9
	No	36	20.0
	I have no idea	29	16.1
Is there problem of authority encroachment (interference) on the authority of other officials?	Yes	50	27.8
	No	69	38.3
	I do not know	61	33.9
	Total	180	100.0

Source: Field Survey 2022

There are various legal provisions in local government to make people part and actor of the whole governance system but materializing it in true sense depends on various actors, system, agency and resources. The inquiry response about the provision to include people in decision making process support the view that there is participatory mechanism in decision making which is affirmed by 77.8 percent respondents. But the perspective on participation differs as the category of respondents. Service recipient persons do not totally agree with this assertion. Almost equal percent of respondents had stated that there is consultation mechanism, policies and programs in the municipality. But the participation level in public hearing programs is seen to be low, as there are 30.6percent respondents who were not involved in such programs. This situation is problematic for the participatory, just and inclusive local good governance. Participation of people in local government development projects and programs are admitted by majority of people. Similarly, 63.9 percent participants articulated the view that there is involvement of people in matters of public concern. Another answer which is often related with rule of law, suggest that administrative personnel attribute some interference in their jurisdiction and administration which is refuted by political leaders since cross tabulation of data showed clear difference in response between these categories of respondents.

Table 22.4.19: Descriptive Statistics about Participation Index Items

	N	Min	Max	Mean		SD
	Statistic	Statistic	Statistic	Statistic	SE	Statistic
Do you think locals have sufficient participation in local development programs?	180	1.00	5.00	3.23	.051	.69
Has there been discussion and consultation with stakeholders and civil societies when implementing any matters of public concern?	180	.00	4.00	3.21	.04	.64
How do you rate the people's level of participation in your municipality?	180	2.00	5.00	3.19	.04	.61
Do you agree that people' participation in this municipality is active, fair, impartial and inclusive of all?	180	1.00	5.00	3.12	.05	.73

Source: Field Survey 2022

The above mentioned table illustrates that the average mean value of all items is slightly higher than three which means responses go toward the fourth option which indicates high, often, high, very good, agree, to a large extent etc. Thus community participation in development programs, discussion and consultation with stakeholders and civil society, peoples' level of participation in municipality and active, fair and impartial inclusion of people in municipality activities are relatively good and above average and it is corroborated by the responses and its statistical value shown in the above given table.

4.4.1 Occupation and level of participation are correlated

Table 23.4.20: Correlation and level of participation

Correlations			Participation_3	Occupation
Spearman's rho	participation_3	Correlation Coefficient	1.000	.259**
		Sig. (2-tailed)	.	.000
		N	180	180
	Occupation of Respondents	Correlation Coefficient	.259**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Table 24.4.21: Age group and Correlation

Correlations			Social hearing	Age Group
Spearman's rho	Social hearing	Correlation Coefficient	1.000	.295**
		Sig. (2-tailed)	.	.000
		N	180	180
	Age Group of Respondents	Correlation Coefficient	.295**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations			Age Group of Respondents	4Citizen Charter
Spearman's rho	Age Group of Respondents	Correlation Coefficient	1.000	.302**
		Sig. (2-tailed)	.	.000
		N	180	180
	4Citizen Charter	Correlation Coefficient	.302**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2022

4.5 Rule of law Index and its Descriptive Statistical Value

Concept of rule of law means that a power is rested on rule but not on man, and as such it defies a rule of man. The possibility of rule of man emerges out of wider discretion of power. The fundamental objective of the rule of law is thus to subject the government to 'rule and principles of law' so that exercise of discretion becomes restricted. The rule of law in this sense is an ideal of democratic and good government. All the persons irrespective of status must be subjected to the ordinary courts of law of land, absence of discretionary power in the hands of the government officials; the law passed by the ordinary legislative organs of the state should govern everyone, an absence of special privileges for government officials or any other persons, the state must not legislate discriminatory laws, state must legislate for enabling people to participate in the process of governance. Rule of law index and related items and their descriptive statistical values are presented in the table below:

Table 25.4.22: Rule of Law Index and its Statistics

	N	Min	Max	Mean		SD
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Is there Political interference in the functioning of administrative service delivery?	180	1.00	5.00	2.4222	.07596	1.01912
How do you perceive administrative officials violate their code of conduct?	180	1.00	4.00	3.0722	.05683	.76246
How is the fair application of law in your municipal government?	180	2.00	5.00	3.3278	.04910	.65868
To what extent officials and representatives comply the principle of non-discrimination, equality before law and justice ?	180	2.00	5.00	3.5444	.05362	.71942

Are laws, rules ,acts etc. making process in municipal level reasonable ,just, transparent, fair, inclusive and participatory?	180	1.00	5.00	3.2278	.06245	.83786
Do public officials tend to evade or not comply the duty and responsibility required to be fulfilled by the official position holder?	180	1.00	5.00	2.4444	.07768	1.04225
How is access to justice in local judicial committee?	180	2.00	5.00	3.6167	.05751	.77153
Do you agree with that the Public Officials follow the rule of law?	180	1.00	5.00	3.7222	.07959	1.06784

Source: Field Survey, 2022

The aforementioned table depicts the items included to represent the sub-indices of rule of law .The condition of rule of law is just above average level as indicated by the average mean value of 6 sub items, which show that responses are towards the direction of fourth level of rank that indicates that fair application of rule of law in relation to compliance of code of conduct of public officials; making of reasonable, just, fair and inclusive laws; access to justice at the judicial committee; observance of rule of law by the public officials are good and high and trend is towards very good rank as illustrated by the respondents. But two indicators related to political interference, and tendency to evasion of duty and responsibility fulfillment is not satisfactory as values are slightly above low rank group response. Officials still are perceived to violate code of conduct, and evade duty and responsibility fulfillment.

4.5 Corruption Perception and Forms of Corruption in Local Government

The United Nation’s Convention against Corruption has criminalized bribery of national public officials; bribery of foreign public officials and officials of public international organizations; and bribery in the private sector. The Prevention of Corruption Act 2002 regards prevention of corruption as a means to maintain peace, convenience, financial discipline, morality and good conduct among the general public. Many offences that are punishable and the provisions and punishments related with the offences are stated by it. That act extends its jurisdiction coverage including non-Nepalese citizens residing in foreign countries, all Nepalese citizens and public servants residing anywhere outside Nepal. It provided foundation in establishing National Vigilance Center to effectively control corruption-oriented acts and to promote people’s awareness against corruption. Bardhan and Mookherjee (2000) assert that the capture at local level would be more possible if there is greater interconnection of interest groups and “higher levels of voter unawareness”.

The Good Governance (Management and Operation) Act 2008 envisages that corruption free and smart public administration is a basis for executing administrative functions and prerequisite for good governance in the country. Similarly, Section 47 of the Civil Service Act 1991 restricts civil employee to receive gifts, present, donation and borrowing. It further states that ‘no civil employee shall, without prior approval of Government of Nepal, accept a gift, donation, present or gratification of any kind either by him/herself or through any member of his/her family, or ask for donation or borrow

any loan from any person concerned with any government business, in such a manner as to affect the government business. Transparency International viewed corruption as “the abuse of trusted authority for the private gain.” This definition seeks to establish a dichotomy between personal and impersonal spheres. When these spheres are mixed together in service delivery, citizens experience chaos. Notable impacts of corruption on economic development such as instability, loss of administrative capacity, loss of legitimacy, and misuse of government resources are stated by study.(Larmour & Wolanin, 2013) .Thus corruption is multifaceted , complex , universal, varied in forms and its impact and at various level of public institutions. Local governments of poor and developing countries are suffering from the lack of transparency and accountability and presence of elite capture and corruption resulting the country to a “high cost and low quality economy” (Kumar 2013).

Forms, types or events or category of corruption that respondents perceived ,felt or experienced in their local government were asked in questions .Nepotism was perceived by only22.2percent ,irregularities in awarding tender and contracts by 20.6 percent ,misuse and maladministration of public fund, property and resources by 30.9percent ,taking extra money in cash for providing services by 46.1percent , misappropriation and allocation of budgets and funds and grants by 52.2percent .asking unnecessary documents by only 21.1 percent . Overall is below 50 percent, which indicates that respondents have not very extreme feelings, perception and experience of corruption. This may be due to the real marginal and very insignificant incidence of corruption, or due to the wrong response as influenced by the nature of respondents who themselves might be tempted to indulge in such corrupt behavior. With reference to Corruption events, 41.1 percent heard or read in their municipality in the past year, but greatest number & percentage (95 percent) have not yet reported corruption.

Table 26.4.23: Forms of Corruption

Item :corruption forms	Category	Frequency	Percent
Nepotism in employment of officials	Yes	40	22.2
	No	140	77.8
Irregularities in the award of tenders and contracts	Yes	37	20.6
	No	143	79.4
Misuse and maladministration of public fund ,property and resources for personal advantage	Yes	71	39.4
	No	109	60.6
Taking extra money in cash for providing services or speedy services	Yes	83	46.1
	No	97	53.9
Misappropriation and allocation of budgets, funds and grants	Yes	94	52.2
	No	86	47.8
Asking unnecessary documents for compelling to provide grafts	Yes	38	21.1
	No	142	78.9
Have you heard or read about cases of corruption in your municipality in the past year?	Yes	74	41.1
	No	106	58.9
Have you ever reported corruption cases?	Yes	9	5.0
	No	171	95.0
	Total	180	100.0

Source: Survey report 2022

Table 27.4.24: Methods of Reducing Corruption

Methods of Corruption Control	Category	Frequency	Percent
Effective enforcement of law and end of impunity	Somehow important	35	19.4
	Important	78	43.3
	very important	67	37.2
Raising people 'awareness utilizing various ways	Somehow important	21	11.7
	Important	72	40.0
	very important	87	48.3
By giving adequate salaries and incentives	Not important	20	11.1
	Somehow important	74	41.1
	Important	49	27.2
	very important	37	20.6
By making bureaucracy free from party politics	Not important	4	2.2
	Somehow important	54	30.0
	Important	67	37.2
	very important	55	30.6
Effective reward and punishment system ,audit system	Not important	6	3.3
	Somehow important	64	35.6
	Important	68	37.8
	very important	42	23.3
By maintaining transparency.	Somehow important	26	14.4
	Important	65	36.1
	very important	89	49.4
Use of Information technology in service delivery	Somehow important	53	29.4
	Important	87	48.3
	very important	40	22.2
	Total	180	100.0

Source: Field Survey,2022

Responses varied in perceiving the importance of the effective enforcement of law and end of impunity. Highest percent of participants choosing the option “important” is 43.3 percent followed by 37.2 percent as very important and 19.4percent as somehow important. The next option about raising people’ awareness was seen as very important by 48.3 percent while slightly lower percent (40 percent) regarded as important. Regarding, adequate salary and incentives 41.1 percent valued as very important while 27.2 percent as important and 11.1 percent saw it somehow important. The next option about rising people’ awareness was seen as very important by 48.3 percent while slightly lower percent (40 percent) regarded as important. Regarding, adequate salary and incentives 41.1 valued as very important while 27.2 percent as important and 11.1 percent saw it somehow important. In option to making bureaucracy free from party politics the respondents are so divided in their view, roughly equal percentage except for choice not important. Effective reward and punishment system and audit system is said to be important by 37.8 percent. Maintaining transparency is comparatively valued by more participants that is roughly 50 percent. Similar perception can be noticed in use of information technology as 48.3 percent took it as important means to control corruption in local government.

4.5.1 Views Regarding Causal Factors of Corruption

Good governance as a matter of fact conceptually is applicable in all the organs of government, legislature, judiciary, media, private sector, corporate sector, trade unions and even non-government organizations. Public accountability and transparency are reciprocally relevant for one another. Bad governance is counterproductive not only to socio-economic and political development but all other interlinked matters as well. The yardstick of measuring bad governance are corruption, injustices, inequity, integration crisis, ethno religious feuds and a lot others. Corruption issues are the most critical in terms of morality. Corruption causes the country laden with poverty damaging the image of good governance tarnishing reputation of the country. Consequently it makes the country people further vulnerable to manipulation. In order to cherish good governance policies of anticorruption must be put in place. The legislature and the judiciary also should be operational and agile to self-responsibilities as they are inevitable in good democratic governance (Ilufeye, 2010).

Table 28.4.25: Casual Factors of Corruption

Factors causing corruption	Category	Frequency	Percent
Impunity or lack of punishment for the corrupt person	somewhat likely	31	17.2
	Very likely	70	38.9
	Most likely	79	43.9
Political protection	Not likely	8	4.4
	somewhat likely	48	26.7
	Very likely	58	32.2
	Most likely	66	36.7
Expensive election	somewhat likely	19	10.6
	Very likely	77	42.8
	Most likely	84	46.7
Working culture by breaching law	somewhat likely	48	26.7
	Very likely	67	37.2
	Most likely	65	36.1
Inflation and increasing market price	Not likely	3	1.7
	somewhat likely	56	31.1
	Very likely	53	29.4
	Most likely	68	37.8
Increasing involvement of middleman	somewhat likely	12	6.7
	Very likely	77	42.8
	Most likely	91	50.6
Corrupt consumer groups.	somewhat likely	6	3.3
	Very likely	55	30.6
	Most likely	119	66.1
Doing work of high amount of money through consumer groups	Not likely	71	39.4
	somewhat likely	59	32.8
	Very likely	41	22.8
	Most likely	9	5.0
Lack of ethics and morality	somewhat likely	27	15.0
	Very likely	69	38.3
	Most likely	84	46.7
Culture of showing off high prestige by means of wealth	Not likely	7	3.9
	somewhat likely	87	48.3
	Very likely	65	36.1
	Most likely	21	11.7
Lack of awareness in people	Not likely	3	1.7
	somewhat likely	28	15.6

Factors causing corruption	Category	Frequency	Percent
	Very likely	67	37.2
	Most likely	82	45.6
Family need	Not likely	13	7.2
	somewhat likely	69	38.3
	Very likely	62	34.4
	Most likely	36	20.0
Culture of nepotism and favouratism	Not likely	3	1.7
	somewhat likely	24	13.3
	Very likely	93	51.7
	Most likely	60	33.3
Total		180	100.0

Source: Field Survey 2022

Corruption may be caused by various factors and causes depending on context, time, society and various other internal and external factors. Here some the causes likely to lead to corruption are asked to rate by the respondents. Although all participants agree the causal connection of impunity or lack of punishment for the corrupt person, very likely and most likely options are roughly same with 5percent difference, followed by view that of 17.2 percent participants that they saw this cause as not very strong in causal connection to corruption. The option political protection is also ranked with dived perception in rating its strength. Expensive election is taken as most important factor that is most likely to cause corruption by 46 percent and very likely by 42.8 percent. This demonstrates that this variable is stronger in causing corruption in local government. Working culture by breaking law is also viewed as strong variable as very likely and most likely option are roughly equal in percentage.

Market inflation and price hike is also taken as motivating factor leading to corruption as the combination of percentage of more likely and very likely is higher than other options. Involvement of middleman has been regarded as having very strong relation due to the fact that higher than 90 percent combined percentage of options ‘very likely’ and ‘most likely’ agree that it leads to corruption. Corrupt consumer groups are perceived to be very strong cause as it is obvious that 66.1 percent participants rated it as most likely cause. Doing work of high amount of money through consumer groups is regarded as weak cause sine the perception to it are towards lower degree of severity. Another option lack of ethics and morality has been rated as most likely causeby46.7 percent followed by 38.3 percent as very likely cause. Culture of showing off high prestige by means of wealth is taken as to influence to some extent as it is rated as somewhat likely cause by 48.3 percent followed by 36.1 percent as very likely. Another crucial factor likely to induce corruption is lack of awareness of people since it is valued most likely by 45.6 percent and followed by 37.2 percent which is the rank of very likely. Family need is seen as having weak association with corruption since it is recognized slightly in lower level of strength in causal connection than that of other variables by the respondents Culture of nepotism and favoritism is considered by most of the participants to have powerful effect since this factor is supposed to give rise to corruption to a greater degree.

4.5.2 Rate of Corruption after Federal System

Table 21: Rate of corruption after Federal System

Items	Category	Frequency	Percent
Rate/ level of corruption in your municipality after federal system of government	I do not know	37	20.6
	No any significant difference	54	30.0
	Decreased	32	17.8
	Increased	57	31.7
	Total:	180	100.0

Source: Field Survey, 2022

Rate of Corruption level after the federal system came into effect in the study area was requested for the respondents to be answered where 31.7 percent claimed that the corruption has increased while slightly lower percent (30 percent) asserted that there is no any significant difference. Contrary to the earlier claim 17.8 percent made counter assertion stating that corruption has decreased after federalism while some 20 percent are ignorant about to rate of it and failed to make any rating.

Table 22: Responsible Actors for corruption

Who do you think are mainly responsible for corruption in local level?

		Frequency	Percent
Valid	Political leaders	70	38.9
	Other administrative personnel	53	29.4
	Chief Administrative officer	13	7.2
	Accountants	6	3.3
	Engineers /Overseers	10	5.6
	Others	11	6.1
	None of above	17	9.4
	Total	180	100.0

The above mention table shows that 38.9 percent attributed the responsibility to cause corruption in local level followed by 29.4 percent as other administrative personnel. Respondents also accused the chief administrative officer, engineers and others. S

Table 29.4.26: Efficiency, Effectiveness and Integrity in local Government

Items	Category	Frequency	Percent
Do government employees properly respond to concerns of service recipients?	Yes	109	60.6
	No	71	39.4
Do they provide clear information about the service?	Yes	95	52.8
	No	85	47.2
Do they use polite language and behave in a friendly/cordial manner?	Yes	120	66.7
	No	60	33.3
Does your institution have clear strategic plan/visions?	Yes	159	88.3
	No	7	3.9
	I do not know	14	7.8
Have you ever faced bureaucratic delay and much process whenever you are engaged in the service providing institution?	Yes	95	52.8
	No	85	47.2
Does this institution have a special service	Yes	37	20.6

delivery mechanism for women, and the disadvantaged group?	No	114	63.3
	I do not know	29	16.1
Has easy access and procedure and integrity and capacity of officials a positive and significant impact on people's satisfaction towards local government?	Yes	169	93.9
	No	11	6.1
Do you follow citizen charter to receive services?	Yes	145	80.6
	No	35	19.4
Do they provide service within timeframe mentioned in citizen character?	Yes	91	50.6
	No	56	31.1
	I do not know	33	18.3
Is use of technology or e- governance model facilitate or increase the level of good governance?	Yes	168	93.3
	I do not know	12	6.7
	Total	180	100.0

Source: Field Survey 2022

With respect to the question of proper response to the concern of service recipients, 60 percent gave positive response consenting that public officials responded properly to them while 39.4 percent provided disproving remark claiming contradictory. In similar way, with reference to the clarity of information about the service, 52.8 percent affirm the positive answer while dissenting percentage is 47.2. In the matter of friendly and cordial behavior and manner of administrative staffs, 66.7 percent participants affirmed that they were cordial and friendly but 33.3 percent participants dissented it. As regards presence or absence of clear strategic vision and plan of municipality, substantial number of people admitted having that.

The major and very crucial factor that is day to day seen in various levels of public institutions is bureaucratic delay Only 52.8 percent mentioned that they have experienced such delay and the rest said No indicating satisfaction and effectiveness in service delivery. Question regarding equity and special provision for women and the disadvantaged group, 63.3 percent claimed that there is such provision. Very interesting agreement can be seen in the perception of greater impact of easy access, easy procedure, integrity and capacity of officials on peoples' satisfaction towards local government due to the fact that almost 94 percent participants recognized their positive impact on people. Citizen charter was followed by 80.6 percent respondents which indicates good sign of people's awareness and vigilance which is important for good governance. But the services provided by local government units within the stated timeframe is disputed .Only half of the respondents provided positive response. Greatest percentage of participants has agreement on the use of technology or e- governance model which is expected to facilitate governance.

Table 30.4.27: Efficiency, Effectiveness, Integrity and Good Governance Rating and their Descriptive Statistical Values

	N	Min	Max	Mean		SD
	Statistic	Statistic	Statistic	Statistic	SE	Statistic
How do you rate effective, efficient and ethical use of resources in your institution?	180	1.00	4.00	3.0278	.05	.71
How satisfied are you with service delivery system of the municipality ?	180	1.00	5.00	3.4056	.07	.94
How do you rate the performance and service delivery of the municipality under federal system?	180	1.00	5.00	3.6611	.06	.86
How do you rate the prevalence of good governance practices in your institution (municipality)?	180	2.00	5.00	3.8056	.06	.81
How is your trust in public officials?	180	1.0	5.0	3.678	.08	1.19
How do you perceive the adequacy of knowledge, skills and efficiency of administrative personnel?	180	1.00	5.00	3.4500	.047	.636

Source: Survey Report 2022

Efficiency, effectiveness and integrity ranking is in the category of good, average and agreed position. Service delivery and performance of the municipality is also good as the indicated by the mean statistical value. Prevalence of good governance is good and is in the enhancement process as mean value goes slightly towards the rank of very good. Trust in public officials is also satisfactory as the rated mean value is in the category of somehow trust. Adequacy of knowledge, skill and efficiency of administrative personnel are satisfactory and good and is in the direction of enrichment as mean value of response is slightly above three.

Table 31.4.28: Correlations of accountability index, transparency index, participation index and Rule of Law index

Correlations		Accountability_1	transperncy_2	participation_3	Ruleoflaw_4
Accountability_1	Pearson Correlation	1	.794**	.589**	.397**
	Sig. (2-tailed)		.000	.000	.000
	N	180	180	180	180
transperncy_2	Pearson Correlation	.794**	1	.540**	.509**
	Sig. (2-tailed)	.000		.000	.000
	N	180	180	180	180
participation_3	Pearson Correlation	.589**	.540**	1	.177*
	Sig. (2-tailed)	.000	.000		.017
	N	180	180	180	180

Ruleoflaw_4	Pearson Correlation	.397**	.509**	.177*	1
	Sig. (2-tailed)	.000	.000	.017	
	N	180	180	180	180
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Survey report 2022

This table also clearly justifies that rule of law indicator is fairly correlated with other accountability, transparency and participation indices at significance level of 0.05. Compared to preceding three indicators; rule of law is moderately and positively correlated.

CHAPTER V

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings: Socio Demographic Profiles

- Among the respondents, the highest percent, (50.6 percent) is from public service recipients who came to Godawari Municipality Office, and its 3 wards wards no 1, 7 and 11, followed by administrative personnel or staffs (20 percent) in municipal office and its wards (1, 3 and 11).
- Third type of respondents are elected people's representatives (18.3 percent) at municipal government as municipal executives and ward members from the three wards .The lowest percent (11.1 percent) is that of local intellectuals taken as respondents from the 3 wards municipal office premises.
- The highest number (74) of respondents were in the age range from 31 to 40 years, whose percentage is 41.1 percent followed by 53 number (29.4 percent) in the age group of 41 to 50. Third in rank is the 23 (12.8 percent) in the age group from 51 to 60 followed by 20 (11.1 percent) in the age range of 16 to 30 and the second last number is 6 (3.3 percent) falling in age range of 61 to 70. The last and least number is 4 (2.percent) in age range above 70 years of age.
- Of the total, 59.4 percent were male and 40.6 percent female respondents of this study. Female population is higher than male in the category of elected representatives. In administrative personnel type women are more than half the number of male counterparts. Similarly in service recipients type women are 39.6 percent as compared to male percent (60.4 percent). In intellectual category, male are 55 percent and were 10 percent higher than female (45 percent). Fifty percent of respondents were from municipal office and other half from 3 wards divided equally in number, 30 from each ward and percentage is (16.7 percent).
- Most 28.3 percent participants (51) in this study were holding bachelor level qualification followed by 17.2 percent (31) as Intermediate level (10-12), 16.1 percent (29) as master's degree, 14.4 percent (26) as secondary (8-10) education, 13.9 percent (25) as lower secondary level (6-8), 6.1percent (11) as primary level and 3.9 percent (7) as having no formal education respectively. Administrative personnel and local intellectuals had sound level of education compared to others. Most of the elected representatives had below bachelor level qualification. Only 4 had bachelor degree. Out of 90 service recipients, 18 persons were bachelor holders while 16 had masters' degree and remaining fell under bachelor level.
- Majority (78.9 percent), of the respondents are from the Hindu religious group followed by 17.2 percent as Buddhists, 2.2 percent as Christians and 1.7percent as Nature worship groups respectively. Out of five groups of ethnic/caste groups, the highest percentage (43.3 percent) is that of Janajati followed by 26.1percent as Chhetri, 13.9 percent as Brahamin, 16.1 percent as Dalit, and 0.6 percent as Madhesi respectively.

- With reference to occupation, 20 percent respondents were teachers, 18.3 percent as politicians, 12.2 percent as farmers, 7.2 percent as private business, 6.1 percent students, 3.9 percent social workers, 3.9 percent house care takers, 4.4 percent government security personnels, 3.3 health workers, 2.8 percent self-employed, 2.8 percent journalists 1.1 percent wage salary workers and 1.1 percent foreign employment.
- The highest percentage (80.6 percent) is that of non-party affiliation followed by Congress party affiliated 15 percent, Nepal Communist Party affiliated 2.2 percent, United Maoists 1.7 percent and 0.6 percent of the Raptara Nepal .

Accountability

- Most of the people had knowledge about accountability but some portions of the people are not aware about it. Only 55.6 percent believe that they could get access to accountability related documents from the municipality but 26.1 percent had no agreement with that assertion.
- Regarding issue of public hearing, 56.1 percent accept that it is conducted timely and lawfully, 20 percent participants were unaware and the rest resisted the statement. Similarly, a significant percentage (66.7) accept the presence while almost 30 percent reject the true intention of code of conduct and challenge that it is only in paper since they claim that it is not translated into action by those who are supposed to be bound by it as it is not put into effect. A very small percentage is unknown about it.
- Expectations of people from the public officials and political leaders is seen to be high as ninety percent participants declared that they had such expectation, only ten percent had no such expectation. But the reality and expectation differed since more than 58 percent were displeased as their expectation had not yet realized. But 41.7 percent are positive with the present leaders and they are hopeful. More positive answers are given by political leaders and administrative staffs than intellectuals and service participants.
- That mean statistical value of admission of the statement that elected representatives fulfill their responsibility is around 'mostly' option, of public hearing and its fairness, inclusiveness is mostly in agreed category, accountability of municipality officials is around average and towards high category to some extent but the mean value of the completion of government projects which is slightly less than the average value of other items. It means that fulfillment of role and responsibility by elected officials; conduction of public hearing and municipality's decision making process is found to be satisfactory and average but more improvement is required to uplift the score on accountability. And timely completion of govern is to be prioritized.

Transparency

- Knowledge of transparency found to be good since almost 99 percent participants were cognizant about the concept of transparency but slightly lower (90.6 percent) percentage of participants were found to be aware about the constitutional guarantee of Right to Information as fundamental right of Nepali citizens. There is found to be provision of RTI officer in the municipal office and ward offices stated that they were

ready to give information following the due legal procedure, 88.3 percent participants were knowledgeable about the spokesperson and RTI officer in the municipal office

- Largest percentage (85.6 percent) of people was reluctant to seek information from the public offices. Only few people (14.4 percent) have sought information up to this time. This clearly reveals that there is tendency of silent culture and people are not proactive well informed about the value of information as resource and power in good governance.
- Proactive disclosure of information is claimed to be provided and published by the local government which is corroborated by the admission of 45.6 percent of the participants but it is denied by 37.2 percent of participants. Others are unaware about it. Information to be provided should be informative, understandable, accurate, valid, accessible and portable in physical or digital format and forms. Roughly half the participants assert that it has been done meeting such criteria but it is contradictory and counterintuitive due to the fact that majority of the participants are reluctant to seek information but they gave positive responses. It may be caused due to the nature of informants (political and administrative staffs) who were responsible legally and politically to disclose public information.
- Regarding the hiding of information, 36.1 percent informants accepted that there is information concealment in the municipal government institutions, but nearly 10 percent higher percentage of people expressed that there is no such opaque activity. Nearly all people who were knowledgeable about the importance of technology in enhancing good governance supported the claim that technology contributes to good governance. In the same way, vacancy announcement publicly is also evidenced by the 88.3 percent respondents but publishing procurement procedure is doubted by 11.1 percent and asserted by 75 percent. Answers as to the public review of budgets and financial reports vary. Only 57.2 percent articulated positive answer, 27.2 percent refuted that claim. Seventy percent participants in this study gave approving answer about the publishing of laws, rules, and performance standards.
- Vacancy announcement publicly is also evidenced by the 88.3 percent respondents but publishing procurement procedure is doubted by 11.1 percent and asserted by 75 percent. Answers as to the public review of budgets and financial reports vary. Only 57.2 percent articulated positive answer, 27.2 percent refuted that claim. Seventy percent participants in this study gave approving answer about the publishing of laws, rules, and performance standards.
- The mean value of items like transparent decision making within offices and towards the community, availability and accessibility of information, closeness to the community are between good and very good. Staff level transparent informed decision making is seen relatively in weak position. Information providing procedure need to ease since its mean value is relatively lower in rank as it approximates towards and slides downward in its value rated by the participants.
- Education of respondents and transparency score showed positive correlation but found not very strong.

Participation

- Provision of participatory mechanism in decision making is affirmed by 77.8 percent respondents. But the perspective on participation differs as the category of respondents. Service recipient persons do not totally agree with this assertion. The participation level in public hearing programs are seen to be low, as there are 30.6 percent respondents who were not involved in such programs. This situation is problematic for the participatory, just and inclusive local good governance.
- Participation of people in local government development projects and programs are admitted by majority of people. Similarly, 63.9 percent participants articulated the view that there is involvement of people in matters of public concern. The average mean value of all items like local participation in municipal development projects, active and meaningful participation are slightly higher than three mean values which responses go toward the fourth option which indicates high, often, high, very good, agree to a large extent etc. Thus community participation in development programs, discussion and consultation with stakeholders and civil society, peoples' level of participation in municipality activities are found to be relatively good and above average

Rule of Law

- Aggregate responses on rule of law related items is just above average level as indicated by the average mean value of six sub items under it ,which showed that responses are towards the direction of fourth level of rank that indicates that fair application of rule of law in relation to compliance of code of conduct of public officials; making of reasonable, just, fair and inclusive laws; access to justice at the judicial committee; observance of rule of law by the public officials are good and high and trend is towards very good rank as illustrated by the respondents
- But two indicators related to political interference, and tendency to evade duty and responsibility fulfillment is not satisfactory as values are slightly below average rank.

Corruption

- Forms of corruption that respondents perceived, or experienced in their local government were asked in questions Nepotism was perceived by only 22.2 percent, irregularities in awarding tender and contracts by 20.6 percent ,misuse and maladministration of public fund, property and resources by 30.9 percent ,taking extra money in cash for providing services by 46.1 percent , misappropriation and allocation of budgets and funds and grants by 52.2 percent .asking unnecessary documents by only 21.1 percent Overall their perception below 50 percent, which indicates that respondents have not very extreme feelings, perception and experience of corruption.
- Responses varied in perceiving the importance of the effective enforcement of law and end of impunity Highest percentage of participants choosing the option “important” is 43.3 percent followed by 37.2 percent as very important and 19.4 percent as somehow important. The next option about raising people' awareness was seen as very important by 48.3 percent while slightly lower percent (40 percent) regarded as important.

- Regarding adequate salary and incentives 41.1 percentage valued as very important while 27.2 percent as important and 11.1 percent saw it somehow important.
- With regard to making bureaucracy free from party politics the respondents are so divided in their view, roughly equal percentage except for choice not important. Effective reward and punishment system and audit system is said to be important by 37.8 percent.
- Maintaining transparency is comparatively valued by more participants that is roughly 50 percent .Similar perception can be noticed in use of information technology as 48.3 percent took it as important means to control corruption in local government

Probable Causing Factors of Corruption

- All participants agree that causal connection of impunity or lack of punishment for the corrupt person is very likely or most likely. Rating percentage are roughly same with 5 percent difference, followed by the view that 17.2 percent participants that they saw this cause as not very strong in causal connection to corruption. Political protection is also ranked with dived perception in rating its strength but is acknowledged as a causal factor.
- Expensive election is taken as most important factor that is most likely to cause corruption by 46 percent and very likely by 42.8 percent. This demonstrates that this variable is stronger in causing corruption in local government. Working culture by breaking law is also viewed as strong variable as very likely and most likely option are roughly equal in percentage.
- Market inflation and price hike is also taken as motivating factor leading to corruption as the combination of percentage of more likely and very likely is higher than other options.
- Involvement of middleman has been regarded as having very strong relation due to the fact that higher than 90 percent combined percentage of options ‘very likely’ and ‘most likely’ agree that it leads to corruption.
- Corrupt consumer groups are perceived to be very strong cause as it is obvious that 66.1percent participants rated it as most likely causal factor .Doing work of high amount of money through consumer groups is regarded as weak cause since the perception to it are towards lower degree of severity.
- Another option lack of ethics and morality has been rated as most likely cause by 46.7 percent followed by 38.3 percent as very likely cause. Culture of showing off high prestige by means of wealth is taken as to influence to some extent as it is rated as somewhat likely cause by 48.3percent followed by 36.1percent as very likely.
- Very crucial factor likely to trigger corruption is lack of awareness of people since it is valued most likely by 45.6 percent and followed by 37.2 percent which is the rank of very likely rank.
- Family need is seen as having weak association with corruption since it is recognized slightly in lower level of strength in causal connection than that of other variables by the respondents.

- Culture of nepotism and favoritism is considered by most of the participants to have powerful effect since this factor is supposed to give rise to corruption to a greater degree.
- Concerning the question of level of corruption after federal system in Nepal where 31.7 percent claimed that the corruption has increased while slightly lower percent (30 percent) asserted that there is no any significant difference. Contrary to the earlier claim 17.8 percent made counter assertion stating that corruption has decreased after federalism while some 20 percent are ignorant about to rate of it and failed to make any rating.
- With regard to the question of who is mainly responsible for corruption in local government, 38.9 percent respondents attributed the responsibility to cause corruption in local level to political leaders, followed by 29.4 percent as other administrative personnel.

Responsiveness

- Sixty percent respondents gave positive response consenting that public officials responded properly to them while 39.4 percent provided disproving remark claiming contradictory. In similar way, with reference to the clarity of information about the service, 52.8 percent affirm the positive answer while dissenting voice is 47.2 percent In the matter of friendly and cordial behavior and manner of administrative staffs, 66.7 percent participants affirmed that they were cordial and friendly but 33.3 percent participants dissent it. As regards presence or absence of clear strategic vision and plan of municipality, substantial number of people admitted having it.
- The major and very crucial factor that is day to day seen in various levels of public institutions is bureaucratic delay .Only 52.8 percent mentioned that they have experienced such delay and the rest took opposite stance indicating satisfaction and effectiveness in service delivery. Thus bureaucratic delay is still hurdle for some, if not for all.
- Very interesting agreement can be seen in the perception of greater impact of easy access, easy procedure, integrity and capacity of officials on peoples' satisfaction towards local government due to the fact that almost 94 percent participants recognized their positive impact on people.
- Citizen charter was followed by 80.6 percent respondents which indicates good sign of people's awareness and vigilance which is important for good governance. But the services provided by local government units within the stated timeframe is disputed .Only half of the respondents provided positive response.
- Greatest percentage of participants has agreement on the use of technology or e-governance model which is expected to facilitate governance.

Efficiency, Effectiveness and Integrity

- Efficiency, effectiveness and integrity ranking is in the category of good, average and agreed position. Service delivery and performance of the municipality is also good as indicated by the mean statistical value. Prevalence of good governance is good and is in the enhancement process as mean value goes slightly towards the rank of very

good. Trust in public officials is also satisfactory as the rated mean value is in the category of somehow trust.

- Adequacy of knowledge, skill and efficiency of administrative personnel are satisfactory and good and is in the direction of enrichment as mean value of response is slightly above three.

Accountability, Transparency and Participation

- There is strong positive correlation among accountability, transparency and participation. This justifies the assertion that increase in accountability, transparency lead to greater impact on participation or increase in participation also has positive consequential influence on other transparency and accountability. Rule of law indicator is fairly correlated with other accountability, transparency and participation indices at significance level of 0.05 .Compared to preceding three indicators, rule of law is moderately and positively correlated

5.3 Conclusion

Good governance is vital for ascertaining the democratic values, effective and efficient service delivery, the quality of the bureaucrats at local level as well as other public governance fields. Good governance is very complex, holistic and multidimensional. Various commissions, constitutional bodies, state institutions for ensuring good governance and laws, policies, programs, directives, guidelines, have been at different fields and sectors different tools at various levels .At local government level too ,indicators of good governances ,are being practiced at different scale .Indicators of good governance are somehow subjective but to a greater extent there can be seen similarity. Tools of social accountability like citizen charter, social hearing, public audit, social audit, participatory planning, internal auditing, checklist of standards and quality are also in use.

Transparency, accountability, participation, rule of law, corruption control, efficiency and effectiveness and integrity indices are found to be correlated strongly. Trust, people's satisfaction, legitimacy and sustainability of the democratic federal system, people's quality of life are directly and indirectly related with the way people feel, perceive, treat, behave in relation to governance system in local level at their community. Easy procedure, accessibility and availability of valid ,accurate, reliable portable information ;quality active and meaningful participation of all sectors of people; just reasonable rule based order; efficient and effective resource use; use of technology to facilitate smart good governance ;integrity of public officials in local governance mechanism and corruption control are still in average and satisfactory status as per the perception of various strata of people. Accountability, integrity and responsiveness of public authority and political leaders seem to increase the level of trustworthiness of them from common people as there was positive correlation between these variables.

Proactive disclosure of public information, ease and support to get information, are expected by people which is the foundation to make people conscious, active and vigilant and part of sustainable quality of governance in grassroots level. Some people are still ignorant and indifferent to its activities although that activity is directly or indirectly related to their life, livelihood, community and wellbeing. Corruption is still perceived to

have powerful connection with expensive local election, impunity, political protection, nepotism, favoritism, and lack of effective reward and punishment system. People still perceive that responsibility of corruption ramification is to be bearded by political leaders which are not good sign for good governance. Thus making the dream of well governed, satisfied, prosperous, reliable, legitimate, order based participatory, inclusive, transparent and accountable local government in a federal set up; cognizance of multifaceted nature, scope, value and applicability of good governance is definitely sine qua non.

5.4 Recommendations

Based on the findings of this research report, the following recommendations are provided to the concerned authority, policy makers, and stakeholders:

- Tools of accountability like result/performance based management, consumer or service recipient score card, check list of citizen entitlements and multiple forms of accountability (which were not used) need to be utilized to increase the level of accountability.
- Proactive disclosure of information in a timely, valid and accurate format is essential. Since it is relatively weak
- Raising civic awareness to get services in accordance with citizen charter is imperative
- Local people's participation in social hearing and public audit and participatory planning, consumer group formation, monitoring and evaluation need to be more fair, just, impartial, inclusive, active and meaningful.
- Public officials need to observe their code of conduct in true sense and tendency to evade duty and responsibility needs to be strictly penalized along with effective, functional remedial mechanism for people's complaints.
- Effective enforcement of law, depoliticisation of bureaucracy, reducing election expenditure, abolition of nepotism and favoritism effective reward, motivation and punishment, avoiding bureaucratic delay, utilization of technology to bring efficiency and speed is vital.
- It is imperative for political leaders to be more responsible, accountable and transparent towards people for sustainable local governance in federal context.
- It is desirable to promote Institutional morality , integrity and value in public institutions
- Effective human resource management and professionalism are crucial to enhance productivity in service delivery. Since skill ,knowledge of administrative staffs is rated as average.

REFERENCES

- ADB (2004a). 'Local Governance and Service Delivery to the Poor: Bangladesh Case Study', paper presented to Local Government Pro-Poor Service Delivery, Manila, 9-13 February
- Adhikari, R. (2010). Local governance institution in Nepal: Status and Challenges. Retrieved from [http://www.academia.edu/1831963/Local Government Institutions in Nepal](http://www.academia.edu/1831963/Local_Government_Institutions_in_Nepal) Statuses and challenges
- Akbar, R. (2011). Performance measurement and accountability in Indonesian local government (Unpublished doctoral dissertation). Curtin University, Western Australia.
- Akerman, J. (2005). Social accountability in the public sector: A conceptual discussion, social development papers, participation, and civic engagement. Washington, DC: World Bank
- Aminuzzaman, S. M. & Sharmin, S. (2006). Governance Mapping: Pro-poor Governance in Rural Bangladesh', in SM Aminuzzaman (ed.), Governance and Development: Bangladesh and Regional Experiences, Shrabon Prokashani, Dhaka, pp. 165-7
- Aminuzzaman, S. M. (2006). Governance and Development: an Overview', in SM Aminuzzaman (ed.), Governance and Development: Bangladesh and Regional Experiences, 1st edn, Shrabon Prokashani, Dhaka, pp. 11-32.
- Anderson, George, (2008). Federalism: An introduction. Forum for federations (1st ed.), New Delhi: Oxford University press
- Ayakeme, W.(2005). Who is afraid of true federalism in This Day, July 19th P.16
- Bache, I. & Flinders, M. (Eds.) (2004). Multi-level Governance. Oxford
- Baral, Lok Raj (Ed.) (2008) Nepal, New Frontiers and Restructuring of state (1st ed.), New Delhi: Adrolt publishers in coordinance with NCC
- Bardhan, P, & Mookherjee, D. (1998). "Expenditure Decentralization and the Delivery of Public Services in Developing Countries." Working Paper C98-104. Berkeley: Center for International and Development Economics Research.
- Becker, Gary S(1976). *The Economic Approach to Human Behavior*. Chicago: University of Chicago Press.
- Barten, F., Montiel, R. P., Espinoza, E. & Morales, C (2002). 'Democratic Governance - Fairytale or Real Perspective? Lessons from Central America ', Environment and Urbanization, vol. 14, no. 1, pp. 129-43.
- Besancon, M (2003). Good Governance Ranking: the Art of Measurements, World Bank, WPF Reports, no 3

- Blakeley, G. & Evans, B. (2008). 'It's Like Maintain a Hedge': Constraints on Citizen Engagement in Community Regeneration in East Manchester', *Public Policy and Administration*, vol. 23, no. 1, pp. 100-1
- Bovens, M. (2010). Two concepts of accountability: Accountability as a virtue and as a mechanism. *West European Politics*, 33(5), 946-967. doi.org/10.1080/01402382.2010.486119.
- Casey, A. E. (2005). *Toward New Forms of Local Governance: A Progress Report from the Field*. Center for the Study of Social Policy 1250 Eye Street, N.W., Suite 503 Washington, D.C
- Commission on Global Governance (ed.). 1995. *Our global neighborhood*, 2–3. Oxford: Oxford University Press
- Constitution of Nepal (1990). *Constitution of Nepal*, 2047 BS. Lumbini Pustak Pasal.
- Constitution of Nepal (2015). *Constitution of Nepal* 2072 BS. Lumbini Pustak Pasal.
- Creswell, J. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. New Delhi: Sage Publications
- Dahal, D. R. (1996). *The Challenge Of Good Governance*. GDS Center for Governance and Development Studies.
- Dahal, D. R. (2010). *Reflection on leviathan: State and governance in Nepal (Vol. 58)*: Heidelber. Universitätsbibliothek der Universität g.
- Denzin, N. K., & Lincoln, Y. S. (2000). *Handbook of qualitative research (2nd ed.)*. London: Sage Publication
- Dollery, B. (2003). 'A Critical Evaluation of Virtual Local Government in Australia', *Australian Journal of Public Administration*, vol. 62, no. 3, pp. 82-91
- Elazar, D. (1994). *Federal systems of the world: a handbook of federal, confederal and Evidence from Sixteen Developing Countries*. Lynne Rienner.
- Gamble, A. (2000). *Economic Governance*, in Pierre, J. (Ed.), *Debating Governance –*
- Gaventa, J. (2004). "Towards participatory governance: assessing the transformative possibilities", in Hickey, S. and Mohan, G. (Eds), *Participation, from Tyranny to Transformation? Exploring New Approaches to Participation in Development*, Zed Books, New York, NY, pp. 25-41.
- Governance Indicators for 1996-2002, The World Bank, Washington, DC.
- Grindle, M. S. (2004). 'Good Enough Governance: Poverty Reduction and Reform in Developing Countries', *Governance: An International Journal of Policy, Administration, and Institutions*, vol. 17, no. 4, pp. 525-48.

- Habitat (2000). 'The Global Campaign for Good Urban Governance', *Environment and Urbanization*, vol. 12, no. 1, pp. 197-202.
- Hamil, K. & Ali-A, Z. (2007). *Local Government in Post-Conflict Countries: Lebanon Case Study*. Paper presented at Bureau of Development Policy and Democratic Governance Group Oslo Governance Centre. In the Workshop on Local Government in post-conflict situations: Challenges for improving local decision making and service delivery capacities. Oslo, on 28-29 November.
- Helao, T. (2015). *An Evaluation of Good Governance and Service Delivery at sub-national levels in Namibia: The case of the Oshana Region* (PhD thesis, University of South Africa). uir.unisa.ac.za/bitstream/handle/10500/19213/thesis_Helao_t.pdf?sequence=1
- Holzer, M & Kloby, K 2005, 'Public Performance Measurement an Assessment of the State-of-the-art and Models for Citizen Participation', *International Journal of Productivity and Performance Management*, vol. 54, no. 7, pp. 517-32
- Hood, C. (1991). 'A Public Management for All Seasons?', *Public Administration*, vol. 69, no. 1, pp. 3-19.
- Hyden, G., Court, J. & Mease, K. (2004). *Making Sense of Governance – Empirical*
- Ivan, A. & Cuglesa, N. (2009), *Multi-Level Governance and Decentralization in the Unitary States of the European Union*. *NEJ*, 14(1), 34-44. <https://siaiweb06.univali.br/seer/index.php/nej/article/download/1620/1326>
- Jinadu L. A. (1979). A note on the theory of federalism. In Akinyemi, A.B; Cole, P.D.; and Ofonagoro, W. (eds.) *Readings on federalism*, Lagos, Nigeria Institute of International Affairs.
- Kaufmann, D., Kraay, A. & Lobaton, P. Z. (1999). *Governance Matters*, The World Bank, Washington, DC.
- Kaufmann, D., Kraay, A. & Mastruzzi, M. (2003). *Governance Matters III*:
- Khadka, K., & Bhattarai, C. (2012). *Source Book of 21 Social Accountability Tools*. Program for Accountability in Nepal (PRAN), February, 2012 Design & Print: Mindshare Communications Pvt. Ltd.
- Khadka, K., & Bhattarai, C., (2012). *Source Book of 21 Social Accountability Tools. Program for Accountability in Nepal (PRAN)*. Design & Print: Mindshare Communications Pvt. Ltd.
- Kazepov, Y. (2010). Rescaling Social Policies towards Multilevel Governance. In Europe: Some Reflections on Processes at Stake and Actors Involved, in Kazepov, Y. (Ed.),

- Rescaling Social Policies: Towards Multilevel Governance in Europe. Ashgate, Farnham/Burlington, pp. 35-72
- Kjaer, A. M. (2004). *Governance*. Cambridge: Polity Press.
- Koppell, J. G. (2005). Pathologies of accountability: ICANN and the challenge of multiple accountabilities disorder. *Public Administration Review*, 65(1), 94- 108. doi:10.1111/j.1540-6210.2005.00434.
- Kovac, P. G. Gajduschek(2015) *Contemporary Governance Models and Practices in Central and Eastern Europe*, NISPAcee Press.
- Kumar, A. (2002). *The Black Economy in India*. New Delhi: Penguin Books. ———. 2013. *Indian Economy Since Independence: Persisting Colonial Disruption*. New Delhi: Vision Books Pvt. Ltd
- Lamothe, M & Lamothe, S 2009, 'Beyond the Search for Competition in Social Service Contracting Procurement, Consolidation, and Accountability', *The American Review of Public Administration*, vol. 39, no. 2, pp. 164-88
- Litvack, J.I., Ahmad, J. & Bird, R. M. (1998). *Rethinking Decentralization in Developing Countries*, Sector Studies Series, World Bank, Washington, DC.
- Lobindo, W., & Heaber, J. (2013). *Nursing research: Methods and critical appraisal for evidence-based practice*. New York, NY: Elsevier.
- Local Self-Governance Act (LSGA, 1999). LSGA 1999. Ministry of Federal Affairs and Local Development (2013).
- Mabillard, V., & Zumofen, R. (2017). The complex relationship between transparency and accountability: A synthesis and contribution to existing frameworks. *Public Policy and Administration*, 32(2), 110-129. doi: 10.1177/0952076716653651
- Mahabharat, Vth Part Shantiparvan, Geeta Press, Gorakhpur, Reprint
- Mardiasmo, D. (2007). *Good Governance Implementation And International Marks*, G. (1993). *Structural Policy and Multilevel Governance in the*
- Martin, J 2003, 'The Public Service ', in R Miller (ed.), *New Zealand Government and Politics*, 3rd edn, Oxford University Press, Melbourne, pp. 132-44.
- McCourt, W 2002, 'New Public Management in Developing Countries', in K McLaughlin & S Osborne (eds), *The New Public Management: Current Trends and Future Prospects*, Routledge, London.
- Navarra, D. D & Cornford, T. (2005). 'ICT, Innovation and Public Management: Governance, Models & Alternatives for e-Government Infrastructures', paper presented to 13th European Conference of Information Systems, Regensburg, Germany, 26-28 May 2005.
- Newman, J (2007). 'The “Double Dynamics” of Activation Institutions, Citizens and the Remaking of Welfare Governance', *International Journal of Sociology and Social Policy*, vol. 27, no. 9/10, pp. 364-75.

- Odion-Akhaine S. (2004). The political economy of good governance and transparency. In Odion-Akhaine, S. (ed) *Governance: Nigeria and the world*, Ikeja-Lagos, Centre for Constitutionalism and DeAwa, E.O (1976). *Issues in federalism*, OECD 1998, Public Management Reform and Economic and Social Development, PUMA, OECD, Paris.
- Ostrom, V & Ostrom, E 1971, 'Public Choice: A Different Approach to the Study of Public Administration', *Public Administration Review*, vol. 31, no. 2, pp. 203-16
- Parker, L. D. & Gould, G. (1999). 'Changing Public Sector Accountability: Critiquing New Directions', *Accounting Forum*, vol. 23, no. 2, pp. 109-35.
- Pathirage, C., Amaratunga, D., & Haigh, R. (2008). Tacit knowledge generation and utilization in the construction industry: From process perspective. In *Proceedings of the RICS Construction and Building Research Conference (COBRA 2008)*.
- Patrick, D., Els, H., & Wanyama, F. (2005). *The Emergence of Multilevel Governance in Kenya*. Working Paper No 7. Leuven Interdisciplinary Research Group on International Agreements and Development. Retrieved from: https://ghum.kuleuven.be/ggs/publications/working_papers/archive/wp07.pdf [accessed on 19 January 2011]
- Peters, B. G. & Pierre, J. (2004). *Multi-level Governance and Democracy: A Faustian Bargain?* In Bache, Ian. and Matthew, Flinders. Eds. *Multi-Level Governance* Oxford: Oxford University Press
- Petersson, 2004, *Federalism*, SNS Förlag, Stockholm.
- Pierre, J. (2000a). Introduction: Understanding Governance, in Pierre, J. (ed.), *Debating Governance – Authority, Steering, and Democracy*. Oxford: Oxford University Press.
- Rhodes, R.A.W. (1996) *The New Governance: Governing without Government*,
- Porras, F. (2007). Rethinking Local Governance: Hierarchies and Networks in Mexican Cities. *European Review of Latin American and Caribbean Studies*, 83, 43-59. <http://www.jstor.org/stable/25676280> [Accessed: 28-02-2017 06:47 UTC]
- Pradeep, H.U.S (2011). *Challenges of Local Government Service Delivery: A case of study of Matara Municipal Council* (Master's Thesis, General and Rhodes, R.A.W. (1997) *Understanding Governance – Policy Networks, Governance*,
- Putnam, R. (1993). *Making Democracy Work*, Princeton University Press, Princeton, NJ.
- Rivera- Batiz, F. L. (2002). Democracy Governance, and Economic Growth: Theory and Evidence. *Review of Development Economics*, 6(2): 225-247
- Sarantakos, S. (2005). *Social research*. Hampshire: Palgrave Macmillan.
- Saremi, H, & Mohammadi, S. (2015). The relationship between transparency and accountability in public accounting. *Research Journal of Finance and Accounting*, 6(9), 189-191
- Sarker, A.E. (2006). "The political economy of decentralized governance: an assessment of rural local government reforms in Bangladesh", *International Journal of Public Administration*, Vol. 29 No. 13, pp. 1285-309.
- Shah, A. & Shah, S. (2006). *The New Vision of Local Governance and the Evolving Roles of Local Governments*, Local Governments in Developing Countries, The World Bank, Washington, DC. 2004b, *Review of Governance and Public Management for Sri Lanka*, Asian Development Bank, Manilla.

- Shah, A. & Shah, S. (2006). The New Vision of Local Governance and the Evolving Roles of Local Governments. In A. Shahthe (Ed), Public Sector Governance and Accountability Series: Local Governance in Developing Countries., (pp.1-47). Washington, DC: The World Bank 1818 H Street
- Shah, A. C. (Ed.) (2006). Local Governance in Developing Countries Washington D.C: World Bank group
- Sharma, S. K, (n. d.). Indian Idea of Good Governance : Revisiting Kautilya's Arthashastra, Dynamics Administration, Lucknow, Vol. XVII, No. 1-2, 2005, p
- Sharma, S. K., (n. d.). Good Governance in Ancient India: Remembering Kingship in Shantiparva of Mahabharata, Meerut Journal of Political Science and Public Administration, Vol. VI, No. 1, Jan-June 2003
- Sorensen, E & Torfing, J (Eds) (2006). Theories of Democratic Network Governance, Routledge, London.
- Stein, M. & Turkewitsch, L. (2008). The Concept of Multi level Governance in Studies of Federalism. Paper Presented at the International Sirker, K & Cosic, S 2007, Empowering the Marginalized: Case Studies of Social Accountability Initiatives in Asia, World Bank Institute, Washington, DC.
- Sue, S., & Dhindsa, M. K. (2006). Ethnic and racial health disparities research: Issues and problems. Health Education & Behavior, 33(4), 459-469.
<http://dx.doi.org/10.1177/1090198106287922>
- Sullivan, H (2001). 'Modernisation, Democratisation and Community Governance', Local Government Studies, vol. 27, no. 3, pp. 1-24.
- UNESCAP (2008). 'What is Good Governance?', in Governance, Human Settlements, Poverty Reduction Section, United Nations Economic and Social Commission for Asia and the Pacific.
- United Nations Economic and Social Commission for Asia and Pacific (2013). What is good governance?
University Press. doi.org/10.1093/0199259259.001.0001
- Van-Slyke, DM 2003, 'The Mythology of Privatization in Contracting for Social Services', Public Administration Review, vol. 63, no. 3, pp. 296-315.
- Varma, V. P. (n.d.) Studies in Hindu Political Thought and its Metaphysical Foundations, Motilal Banarsidass, Delhi, p. 86.
- Waheduzzaman (2007). 'Conceptualising People's Participation for Good Governance', paper presented to 21st ANZAM (Australia New Zealand Academy of Management) Conference, Sydney, Australia, 4-7
- Wolfowitz, P. (2006, April 11). Good Governance and Development: A Time for Action. The World Bank. Retrieved from <http://documents.worldbank.org/curated/en/938181467987875500/Good-governance-and-development-a-time-for-action-Jakarta-Indonesia-remarks-by-President-Paul-Wolfowitz>
- World Bank (2014). Local Service Delivery in Nepal (Report no. 87922). Retrieved from <http://documents.Worldbank.org/curated/en/188401468053415165/pdf/879220ESWOREV1003852285228B00PUBLIC00np.pdf>

APPENDICES

Appendix A: Questionnaire

Dear Sir/Madam

I have prepared this questionnaire to collect the information for my research entitled, "Examining Good Governance Practices of Local Government: A Study of Godawari Municipality, Lalitpur." under the guidance of Mr. Rajan Binayak Pasa, assistant Professor, Central Department of Rural Development T.U. The correct information provided by you will be great help for completing my study. The information you have provided will be kept highly confidential and used only for this research purpose. I would appreciate your honest opinions and assure that your response will be completely anonymous.

General Information of Respondents

i. Name of the organization:.....

ii. Type of the organization:

a. Ward office b. Municipal office.....

Location/ Address: Ward No..... Tol.....

iii. Socio-demographic status/profile of public officials/service seekers/local intellectuals

Name:..... Age:.....

Sex :..... Ethnicity:..... Family structure... 1 Nuclear family 2 Joint family

Marital Status..... 1 Married 2 Unmarried 3 Divorcee 4 Widow/Widower

Religion..... 1. Hinduism 2. Buddhism 3. Islam 4. Christianity 5. Nature worship 6.

Other 7. Prefer not to say

Occupation:... 1 farmer 2 businessperson 3. teacher 4 government security personnel 5 wage salary worker 6 civil servant 7. journalists 8. health worker 9. Self employed 10 social worker 11 politician... 12 student 13 house caretaker 14 foreign employment

Political party (for political representative).....

Sex: 1-male 2-female

Age: A-16 to 30 B-31to 40 C-41 to 50 D- 51 to 60 E- 61 to 70 F- above 70

Ethnicity and Caste:1-Chhetri 2 Bramhin, 3-Janajati, 4-Dalit, 5-Madhese, 6- Muslim 7Others

Education: 1=Did not obtained any formal education, 2-Primary (1-5), 3- lower secondary(6-8), 4-Secondary(9-10), 5-intermediate(11-12), 6- Bachelor's degree, 7-Master's, degree 8- Above master's degree

Position of Elected representatives: 1-Mayor, 2 Sub-mayor, 3- Chairperson of ward, 4-executive Members, 5- Chief administrative officer, 6 officer 7.officer 6th grade 8- Engineers 9 sub engineer 10 ward secretary11.Kharidar 12 Nayab Subba 13 Social Mobilizer 14-Office Assistant. 15 driver 16 Security guard 17 Other

Category of respondent: a)1=elected representative c)2=administrative personnel d)3=service recipient e)4=local intellectual

Good governance Indicators

Accountability

1. Do you know about the concept of accountability?
 - a. Yes
 - b. No
2. Do you think accountability contributes to maintain good governance?
 - a. Yes
 - b. No
 - c. I do not know
3. Do you agree that public officials are accountable to the service receivers?
 - a.Strongly agree
 - b.Agree
 - c.Neither agree nor disagree
 - d.Disagree
 - d.Strongly disagree
4. What kinds of tools of accountability are used by municipality? please tick below:
 - a. Citizen charter (with compensation)
 - b. Public audit
 - c. Public hearing
 - d. Social audit
 - e. Community score card (CRC)
 - f. Consumer or service recipient survey
 - g. Community led procurement
 - h. Public revenue tracking
 - i. Participatory planning and decision making (e.g. budget making, project and program formulation etc.)
 - j. local legislative oversight
 - k. Result/performance based management
 - l. Internal control mechanism (i.e. internal auditing")
 - m. Citizen complaint/ grievance handling mechanism
 - n. Checklist of standards and indicators
 - o. Declaration of the assets

- p. Checklist of citizen entitlement (rights)
 - q. Check list of relevant laws, policies, regulations and guidelines
 - r. Any other please specify
5. Can citizens access accountability documents and get an answer to their questions from municipal offices?
 - a. Yes b. No c. I do not know
 6. Do elected members fulfill their roles and responsibilities?
 - a. Fully b. Mostly c. Partly d. Hardly e. Not at all f. I do not know
 7. Has the organization conducted public hearing timely in accordance with law?
 - a. Yes b. No c. I do not know
 8. Do you agree that the public hearing is fair, impartial, and inclusive of experts, stakeholders, civil society members, local general public etc.?
 - a. Strongly agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly disagree
 9. Is there code of conduct for people's representatives and administrative personnel?
 - a. Yes b. No c. Yes but not very much functional
 10. If yes is it complied by all?
 - a. Yes b. No c. complied by majority d. complied by all e. I have no opinion
 11. Is there any remedial mechanism against the violation of this code of conduct?
 - a. Yes b. No c. I do not know
 12. How do you perceive the rate of completion of government projects within agreed timelines?
 - a. Very High b. High c. Average d. Low E. Very Low
 13. How much accountable are the municipal offices in regard to making its decisions public?
 - a. Very High b. High c. Average d. Low e. Very Low
 14. Did you expect that elected representative would be accountable to the people and governance would improve before federalism came into force?
 - a. Yes b. No
 15. Did your expectation come to be true or matched with reality now?
 - a. Yes b. No
- Transparency**
16. Do you know the concept of transparency in local governance system?
 - a. Yes b. No
 17. Do you know the concept of right to information specified by Nepalese constitution?
 - a. Yes b. No
 18. Is there spokesperson appointed to provide information to the stakeholders and general public about activities and functions conducted by the Municipality?
 - a. Yes b. No c. I do not know
 19. Have you ever sought information of public concern from the municipality ?
 - a. Yes b. No
 20. Is there proactive disclosure and update of information in every three months of the municipality's activities?
 - a. Yes b. No c. I do not know c. Any other, specify

21. Is the information provided informative, understandable, accurate, valid, accessible, and portable?
 a. Yes b. No c. I do not know d. Other, specify
22. Is there cases of hiding of any information which should not be kept hidden?
 a. Yes b. No c. I do not know c. Any other, specify
23. Is there use of information technology to provide information to the people?
 a. Yes b. No
24. Is the decision making in municipality level done in a transparent way in matters of public concern?
 a. Always b. Usually c. Sometimes d. Rarely 4. Never
25. Are the procurement procedures publicly disclosed?
 a. Yes b. No c. I do not know
26. Are vacancies announced within the institution or publicly in simple, clear and easily understood?
 a. Yes b. No c. I do not know.
27. Are staff members always informed when important decisions are made in the institution?
 a. I have no idea b. Never c. Occasionally d. Sometimes e. most of the times
 f. Always
28. How do you rate the municipality's transparency towards the community?
 a. very poor b. Poor c. Good d. very good e. excellent
29. How do you rate the availability and access to information for the community in your municipality?
 a. Very High b. High c. Average d. Less e. Very Less
30. Is there public review of budget and financial reports?
 a. Yes b. No c. I have no idea
31. Are municipal structure, rules, regulations and performance standards of various services, product etc. published?
 a. Yes b. No c. I do not know
32. How do you see the closeness of municipality to the citizens?
 a. very poor b. Poor c. Good d. very good e. Excellent
33. Do you agree that this municipality informs citizens in a good way about important community issues?
 a. Strongly agree b. Agree c. Neither agree nor disagree c. Disagree d. Strongly disagree
34. How much easy or difficult is it to obtain information on laws and regulations of your municipality?
 a. very difficult b. difficult c. some what easy d. easy e. very much easy f. I do not know

Participation

35. Do you think locals have sufficient participation in local development programs?
 a. very high b. high average d. low e. very low
36. Is there provision to include people in decision making process in matters affecting their lives?

a. Yes b. No c I do not know

37.How often has there been discussion and consultation with stakeholders and civil societies when implementing any matters of public concern?

a I have no idea b. Never c. Rarely d. Sometimes e.Often f. Always

38.Are there mechanisms of citizen consultation for the formulation and implementation of policies and programs?

a.Yes b.No

39. How do you rate the people's level of participation in your municipality?

a.Very High b.High c. Average (3) d.Less e. Very Less

40. Have you ever participated in Public Hearing program organized by the municipality?

a.Yes b. No

41.Have you ever participated in discussion and consultation related to development projects and program conducted by municipality?

a. Yes b. No

42.Do you think the municipality involve people in decision making process in matters of public concern?

a.Yes b. No

43Do you agree that the participation of people in municipality is active, fair, impartial and inclusive of all ?

a.Strongly agree b.Agree c.Neither agree nor disagree c.Disagree d.Strongly disagree

Rule of law

44.Is there problem of authority encroachment (interference) on the authority of other officials?

a. Yes b. No c I do not know

45. Is there Political interference in the functioning of administrative service delivery?

a.Very High b.High c. Average d.low e. Very low

46.How do you perceive that administrative officials violate their code of conduct?

a. Never b. Rarely c Sometimes d.Often e. Always

47. How is the fair application of law in your municipal government?

a.Excellent b. very Good c.Good d.Poor e.Very Poor

48. To what extent officials and representatives comply the principle of non-discrimination ,equality before law and justice ?

a.To the greatest extent b. To a large extent c To a moderate extent d. To a less extent e To a very less extent

49.Are laws, rules ,acts etc. making process in municipal level reasonable ,just,transparent, fair,inclusive and participatory?

a.To the greatest extent b. To a large extent c To a moderate extent d. To a less extent e To a very less extent

50. Do public officials tend to evade or not comply the duty and responsibility required to be fulfilled by the official position holder?

a. Never b. Rarely c. Sometimes d Often e. Always

51. How is access to justice in local judicial committee?

a. Very high b. High c. Moderate d. Low e. Very low

52. Do you agree with that the Public Officials follow the rule of law?

a. Strongly agree b. Agree c. Neither agree nor disagree d. Disagree e. Strongly disagree

Corruption

53. Have you seen, felt or perceived any such events in your municipality? More than one answer is permitted to tick for the answer of this question.

a. Nepotism in employment of officials

b. Irregularities in the award of tenders and contracts

c. Misuse and maladministration of public fund, property and resources for personal advantage

d. Taking extra money in cash for providing services or speedy services

e. Misappropriation and allocation of budgets, funds and grants

f. Asking unnecessary documents for compelling to provide grafts

g. Any other

54. Have you heard or read or experienced cases of corruption in your municipality in the past year?

a. Yes b. No

55. Have you ever reported corruption cases?

a. Yes b. No

56. How do you rate the ways to reduce corruption in local bodies ?

5 = Very important; 4 = Important; 3 = Somewhat important; 2 = not Important; 1 = Not important at all

a. Effective enforcement of law and end of impunity

b. Raising people 'awareness utilizing various ways

c. By giving adequate salaries and incentives

d. By making bureaucracy free from party politics

e. Effective reward and punishment system, audit system

f. By maintaining transparency.

g. Use of Information technology in service delivery

h. Any others, please specify

57. How do you perceive the rate/ level of corruption in your municipality after federal system of government?

1 Increased 2. Decreased 3. No any significant difference 4. I do not know

58. Who do you think are mainly responsible for corruption in Local government institution?

1. Political Leaders 2. Other administrative personnel 3. Chief Administrative officers

4. Accountants 5. Engineers /Overseers 6. Others 7. Non of above

59. How do you perceive the factors causing corruption in local government ?

1=Not likely, 2=Somewhat likely, 3=very likely, 4=most likely

a. Impunity or lack of punishment for the corrupt .

b. Political protection

c. Expensive election campaign

d. working culture by breaching law

e. Inflation and increasing market price

- f. Increasing involvement of middleman
- g. Corrupt consumer groups.
- h Doing work of high amount of money through consumer groups
- i. lack of ethics and morality.
- J. Culture of showing off high prestige by means of wealth
- k. lack of awareness in people
- l Family need
- m culture of Nepotism and favoritism

Responsiveness

60. Do the government employees properly listen to and understand concerns of service recipients?
a. Yes b. No
61. Do the government employees provide clear information about the service?
a. Yes b. No
62. Do the government employees use polite language and behave in a friendly/cordial manner.?
a. Yes b. No
63. To what extent are public officials responsive to the needs of the citizen?
a. To the greatest extent b. To a large extent c. To a moderate extent d. To a less extent
e. To a very less extent

Effectiveness and Efficiency

64. Does your institution have clear strategic plan/visions?
a. Yes b. No
65. Have you ever faced bureaucratic delay and much process whenever you are engaged in the service providing institution?
a. Yes. B. No.
66. Does this institution (municipality) have a special service delivery mechanism for women, and the disadvantaged group?
a. Yes b. No
67. How do you rate effective, efficient and ethical use of resources in your institution?
a. very poor b. Poor c. Good d. very good e. Excellent
68. Has easy access, procedure and integrity and capacity of officials a positive and significant impact on people's satisfaction towards local government?
a. Yes b. No
69. How satisfied are you with service delivery system of the municipality?
a. Very satisfied b. satisfied c. Neither satisfied nor dissatisfied d. dissatisfied e. Very
70. Do you follow citizen charter to receive services?
a. Yes b. No
71. Do they provide service within timeframe mentioned in citizen character?
a. Yes b. No 3. I do not know

Other

72. How do you rate the performance and service delivery of the municipality under federal system?

a.Excellent b.Very Good c.Good d Neutral e.Poor f.Very Poor gNon-existent

73. How do you rate the prevalence of good governance practices in this municipality ?

a.Excellent b.Very Good c.Good d Neutral e.Poor f.Very Poor gNon-existent

74.Is use of technology or e- governance model facilitate or increase the level of good governance?

a. Yes b. No c. I do not know

75. How is your trust in public officials?

a. Don't trust b. somewhat distrust c.Neither trust nor distrust d.somewhat trust e.Trust

76. How do you perceive the adequacy of knowledge ,skills and efficiency of administrative personnels?

a.Very good b.Good c.Average d.Poor e.Very Poor

Appendix B: Glimpses of the Field Study

